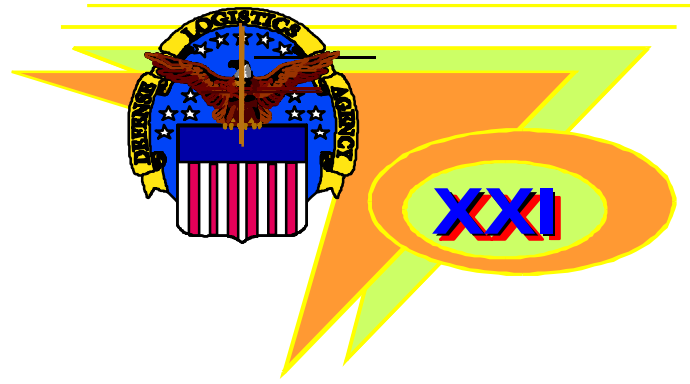**Defense Contract Management Command**

XXI

DCMDW
Mid-Year Review

Mission Management Review (MMR)
June 18, 1998

FY 98 Performance Plan

Performance Goal 1.1 – Right Advice	West
• (1.1.1) Achieve a satisfaction rating of 5 or better for 90% of all Early CAS customers surveyed.	N/R
• (1.1.2) Reserved.	N/A
• (1.1.3) Maintain Contractor Alert List (CAL) at 98% completeness or better.	N/R
• (1.1.4) Increase contractor participation in SPI.	Green
• (1.1.5) Maintain Preaward Survey Timeliness at 85% on-time rate.	Green
• (1.1.6) Reserved.	N/A
• (1.1.7) Increase the amount of excess property disposed of by 20%. (Includes activities related to MRM #5.)	Red
• (1.1.8) Engage in activities to ensure Delay Forecast Coverage, Timeliness, and Accuracy target performance at 100%, 95%, and 0 respectively.	N/R
• (1.1.9) Improve the quality (concentration of potential savings) of processes submitted under SPI.	Green
• (1.1.10) Implement Preaward Survey PAT recommendations.	N/R
• (1.1.11) Reserved.	N/A
• (1.1.12) Develop and deploy an effective Command-wide "lessons learned" process.	N/A
• (1.1.13) Continue development of the Contractor Information Service.	N/A
• (1.1.14) Reserved.	N/A
• (1.1.15) Engage in activities to improve the ability to develop and execute effective, integrated surveillance plans.	N/R

FY 98 Performance Plan (Con't)

Performance Goal 1.1 – Right Advice (Con't)	West
• (1.1.16) Contractor Information Service (CIS). Complete application development, FT, ET, training, and software installation.	N/R
• (1.1.17) Over and Above systems (OASYS). Complete application development, FT, ET, training, and software installation.	N/R
• (1.1.18) Alerts. Complete Phase 2 deployment and requisite training.	N/R

FY 98 Performance Plan (Con't)

Performance Goal 1.2 – Right Item	West
• **(1.2.1) Increase the percentage of source inspected conforming items.**	**Green**
• **(1.2.2) Ensure the effectiveness of contractor design/development processes by reducing total ECPs (minus improvement ECPs) and W/Ds by 5%.**	**Red**
• **(1.2.3) Decrease the percentage of packaging discrepancies by 15%.**	**N/R**
• **(1.2.4) Improve the effectiveness of weapon system software developments by engaging in activities to ensure that at least 80% of DCMC major software findings/recommendations are adopted.**	**Green**
• **(1.2.5) Decrease the number of Excess Sorties for Acceptance Testing of new and overhauled aircraft.**	**N/R**
• **(1.2.6) Achieve full functionality of the Software Center at DCMDE.**	**N/A**
• **(1.2.7) Implement Practical Software Measurement throughout DCMC.**	**N/R**
• **(1.2.8) Develop the next version of Software Professional Estimating and Collection System (SPECS).**	**N/R**
• **(1.2.9) Reserved.**	**N/A**
• **(1.2.10) Participate in Joint Acquisition Pollution Prevention Initiative.**	**N/R**
• **(1.2.11) Complete deployment of the Agreements Administration Centers for Postaward Administration of Other Transactions.**	**N/R**
• **(1.2.12) Year 2000 Requirements. Monitor and Report AIS certification status.**	**N/A**

FY 98 Performance Plan (Con't)

Performance Goal 1.3 – Right Time	West
• (1.3.1) Improve the percentage of on-time deliveries by 5%.	N/R
• (1.3.2) Ensure the timeliness of Class I ECP implementation by reducing cycle time by 5%.	Green
• (1.3.3) Improve Shipping Document Cycle time by 10%.	N/R
• (1.3.4) Schedule slippages on major programs.	N/R
• (1.3.5) Achieve full functionality of the Earned Value Center and conduct activities as DoD Executive Agent for EVMS.	N/R
• (1.3.6) Support DoD Earned Value/Performance Measurement Program.	N/A
• (1.3.7) Reserved.	N/A
• (1.3.8) ALERTS Follow-On.	N/A
• (1.3.9) Electronic Document Access (EDA). Complete deployment	N/R
• (1.3.10) Improve the percentage of ALERTS Customer Priority Surveillance System (CPSS) requests that are responded to within 5 working days by 5% over a baseline average of the last 4 months of FY 98.	N/R

FY 98 Performance Plan (Con't)

Performance Goal 1.4 – Right Reception	West
• (1.4.1) Measure customer satisfaction by each District surveying 40 customers each month divided equally by ACAT program managers and their PCOs, and logistics managers an their PCOs.	Green
• (1.4.2) Field activities continue to solicit customer satisfaction information via Trailer Cards.	Green
• (1.4.3) Continue periodic sampling of DCMC activities to determine compliance with established service standards.	Green
• (1.4.4) Engage in activities to improve and institutionalize DCMC support to the acquisition of both spare/repair parts and the contracting out of logistics services.	Green
• (1.4.5) All DCMC activities continue to populate the customer support-ACAT programs portion of AMS.	Green
• (1.4.6) Each CAO provide DCMC Industrial Analysis Support (IAS) assessments and other analytical products on time.	Green

FY 98 Performance Plan (Con't)

Performance Goal 2.1 – Right Price	West
• (2.1.1) Engage in activities to ensure complete and accurate reporting of Cost Savings and Avoidances ROI.	N/R
• (2.1.2) Increase Return on Assets (ROA) for excess property reutilized and sales proceeds by 10%.	Green
• (2.1.3) Determine negotiation cycle time.	N/R
• (2.1.4) Reduce the percentage of overage undefinitized contract actions to 10% or less.	Red
• (2.1.5) Ensure 96-100% forward pricing rate coverage at beneficial segments, with a minimum of 65% of beneficial segments covered by FPRAs and the balance covered by FPRRs.	Yellow
• (2.1.6) Engage in activities that will reduce/eliminate the backlog of open overhead negotiations to ensure overhead closeout actions are completed within a 2-year cycle.	Red
• (2.1.7) Cost overruns on major programs.	N/R
• (2.1.8) Reduce the amount of Lost, Damaged, and Destroyed (LDD) government property by 15%.	Green
• (2.1.9) Maintain the percentage of physically completed contracts that are overage for closeout at 15% or less.	Green
• (2.1.10) Ensure 85% of canceling funds do not cancel.	Yellow
• (2.1.11) Reduce termination cycle time to less than 450 days for any given docket.	Red
• (2.1.12) Reduce the FY 97 year-end backlog of overage CAS Noncompliance Reports by 30%.	N/R
• (2.1.13) Test the utility of commerical parametric cost estimating software in spare parts pricing.	N/R

FY 98 Performance Plan (Con't)

Performance Goal 2.1 – Right Price (Con't)	DCMC	East	West	Int'l
• (2.1.14) Reserved.	N/A	N/A	N/A	N/A
• (2.1.15) Institutionalize Integrated Product Team (IPT) Pricing within DCMC.	G/Y/R	N/R	N/R	N/R
• (2.1.16) Engage in activities to improve and institutionalize selected facets of the Specialized Safety Program.	G/Y/R	N/R	N/R	N/R

FY 98 Performance Plan (Con't)

Performance Goal 2.2 – Right Efficiency	West
• (2.2.1) Right Efficiency task.	N/A
• (2.2.2) Enhance the Command's ability to assist in transition to and support of privatized services for depot maintenance.	N/R
• (2.2.3) Reserved. Being Rewritten to accommodate MRM #2.	N/A
• (2.2.4) Continue to support contingency operations in Bosnia and prepare for timely support of other currently unknown contingency operations.	N/R
• (2.2.5) Test the use of gov't credit cards as a method of contract payment.	N/R
• (2.2.6) Reserved.	N/A
• (2.2.7) Reserved.	N/A
• (2.2.8) Provide DCMC support to GIDEP and JLC/JGSE.	N/A
• (2.2.9) Enhance the capability for increased communication by various means among all DCMC employees, DCMC customers, and Industry.	N/A
• (2.2.10) Determine the most efficient and effective means to deliver all required training courses for which DCMC conducts training.	N/R
• (2.2.11) Implement DCPS ensuring the necessary interfaces to PLAS.	N/R
• (2.2.12) Reserved.	N/A
• (2.2.13) Complete improvement actions identified through the DCMC 1997 Internal Customer Questionnaire.	N/R
• (2.2.14) Complete deployment of the DCMC Automated Metrics System.	Green
• (2.2.15) Determine the level of data accuracy for Command-level performance data.	N/R
• (2.2.16) Fully deploy One Book, Part II, Chapter 9.	Green

FY 98 Performance Plan (Con't)

Performance Goal 2.2 – Right Efficiency (Con't)	West
• **(2.2.17) Implement the Integrated Planning, Programming, Budgeting, and Execution Management System.**	N/R
• **(2.2.18) Strategic Planning.**	N/R
• **(2.2.19) Implement Unit Cost Management (UCM). Test through collecting and analyzing resource and performance data.**	N/R
• **(2.2.20) Achieve complete PLAS reporting at each CAO to supply labor costs for Unit Cost Management development. Maintain PLAS usage rate of 98%.**	Green
• **(2.2.21) Reduce DCMC's facility cost (CONUS) by reducing net usable space at non-contractor locations IAW DLAR 5305.2 (130 sq. ft. per person after consideration for special use space).**	Green
• **(2.2.22) Reduce high grades to 502.**	N/A
• **(2.2.23) Increase the supervisory ratio to 14.1.**	Green
• **(2.2.24) Improve Labor Management Relations within DCMC.**	Green
• **(2.2.25) Update the IRM plan, incorporating HQ, District, and Field Office comments, for final approval by AQ Commander.**	N/R
• **(2.2.26) Share Data Warehouse (SDW). Complete system deployment.**	N/R
• **(2.2.27) Automated Metrics System (AMS). Complete final application development and deployment.**	N/R
• **(2.2.28) Electronic Document Workflow. Deploy Electronic Contract Filefolder to the balance of DCMDE sites and begin deployment at DCMDW sites.**	N/R
• **(2.2.29) Reserved.**	N/A
• **(2.2.30) DCARRS/PLAS. Complete system deployment.**	N/R
• **(2.2.31) SICM. Continue software revisions, enhancements, and training.**	N/A
• **(2.2.32) Closed Contract Database (CCDB).**	N/R

FY 98 Performance Plan (Con't)

Performance Goal 2.2 – Right Efficiency (Con't)	West
• **(2.2.33) Customs Duty-Free Management Information System (CDFMS) Redesign. Complete system deployment.**	**N/R**
• **(2.2.34) Reduce Source Inspections in DCMC.**	**N/R**
• **(2.2.35) ACO Modification Module, Phase II.**	**N/R**
• **(2.2.36) Demonstrate the capability to implement a Command-wide electronic performance support system.**	**N/R**
• **(2.2.37) Plant Clearance Automated Reutilization Screening System (PCARSS). Complete development, testing, training, and deployment.**	**N/R**
• **(2.2.38) DD 250. Expand the electronic submission of DD 250.**	**N/A**
• **(2.2.39) Establish a PAT to analyze Flight Operations & Specialized Safety (FO&SS) Contractor Self-Oversight (CSO) concept.**	**N/R**

FY 98 Performance Plan (Con't)

Performance Goal 3.1 – Right Talent	West
• (3.1.1) Monitor training hours per employee compared to the industry benchmark of 40 hours of training per employee.	Green
• (3.1.2) Increase the percentage of personnel that are DAWIA certified to 90%.	Yellow
• (3.1.3) Monitor the utilization rate for all DAU quotas received.	Green
• (3.1.4) Reserved.	N/A
• (3.1.5) Ensure at least 10% of personnel registered in Software Professional Development Program (SPDP) are certified at Level III and at least 65% are certified at Level II.	N/R
• (3.1.6) Implement an automated IDP process.	N/R
• (3.1.7) Publish a DCMC training reference guide.	N/A
• (3.1.8) Implement DCMC civilian acquisition workforce personnel demonstration projects.	N/R
• (3.1.9) Perform marketing and training tasks required by DoD Acquisition Deskbook Joint Program Office communications strategy.	N/R
• (3.1.10) Manage, maintain, and sustain the One Book.	N/A
• (3.1.11) Define the level of required computer literacy and state of such within DCMC for selected job series.	N/R
• (3.1.12) Complete development of and deploy the SFA mentoring process and supporting network.	N/R
• (3.1.13) Conduct a definitive study of the demographic evolution of the DCMC workforce for the purpose of determining required actions to maintain the level of proficiency within the Command's core competencies.	N/R

FY 98 Performance Plan (Con't)

Performance Goal 3.1 – Right Talent (Con't)	West
• **(3.1.14) Plan for and begin implementation of DCMC certification policy.**	**N/R**
• **(3.1.15) Enhance first line supervisor multi-functional and leadership skills development.**	**N/R**
• **(3.1.16) Reserved.**	**N/A**
• **(3.1.17) Define future functional skills needs within areas under SFA purview.**	
• **SPECIAL TOPIC – DD250**	**N/R**

Right Advice
Single Process Initiative
Task: 1.1.4

Presented by Larry Walker

June, 1998

DCMDW

Right Advice
Single Process Initiative
Task 1.1.4 - Increase Contractor Participation in SPI

STATUS: Green   FY98 GOAL: Increase number of Ktrs

- Metric established in Jan - progress to date - Increased Contractors by 10
- No anticipated problems
- DCMDW FY98 monthly/year end goal has been met

Right Advice
Single Process Initiative
Task 1.1.4 - Increase Contractor Participation in SPI

STATUS: Green   FY98 GOAL: Increase number of Ktrs

SPI Ktrs - 98   Top 200 SPI Ktrs - 31

- Continually assessing Geographic CAO Marketing activity against CAO Marketing Plans to identify below normal SPI activity.
- Ongoing effort to analyze new opportunities for participation in SPI by District & CAOs
- Analyzing Resident CAOs marketing data.
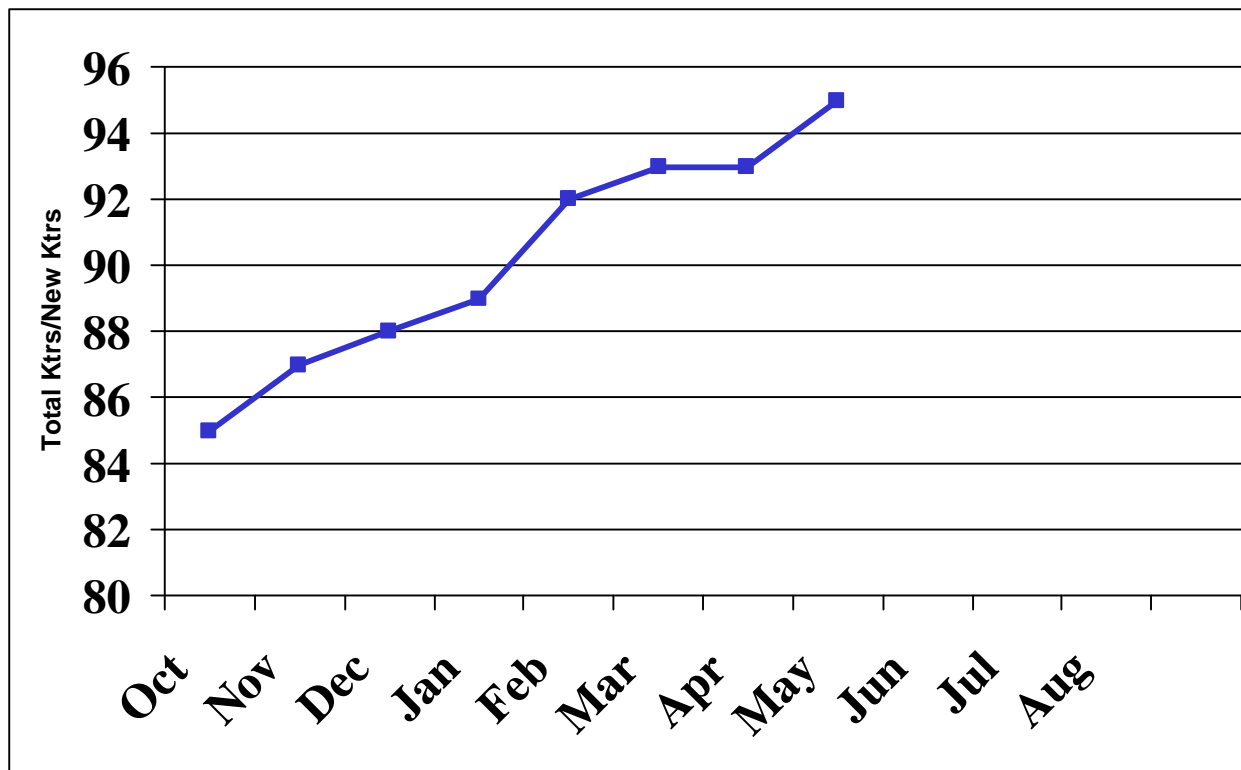- DCMDW SPI Strategic plan located on DCMDW Homepage.

Right Advice
Single Process Initiative
Task 1.1.4 - Increase Contractor Participation in SPI

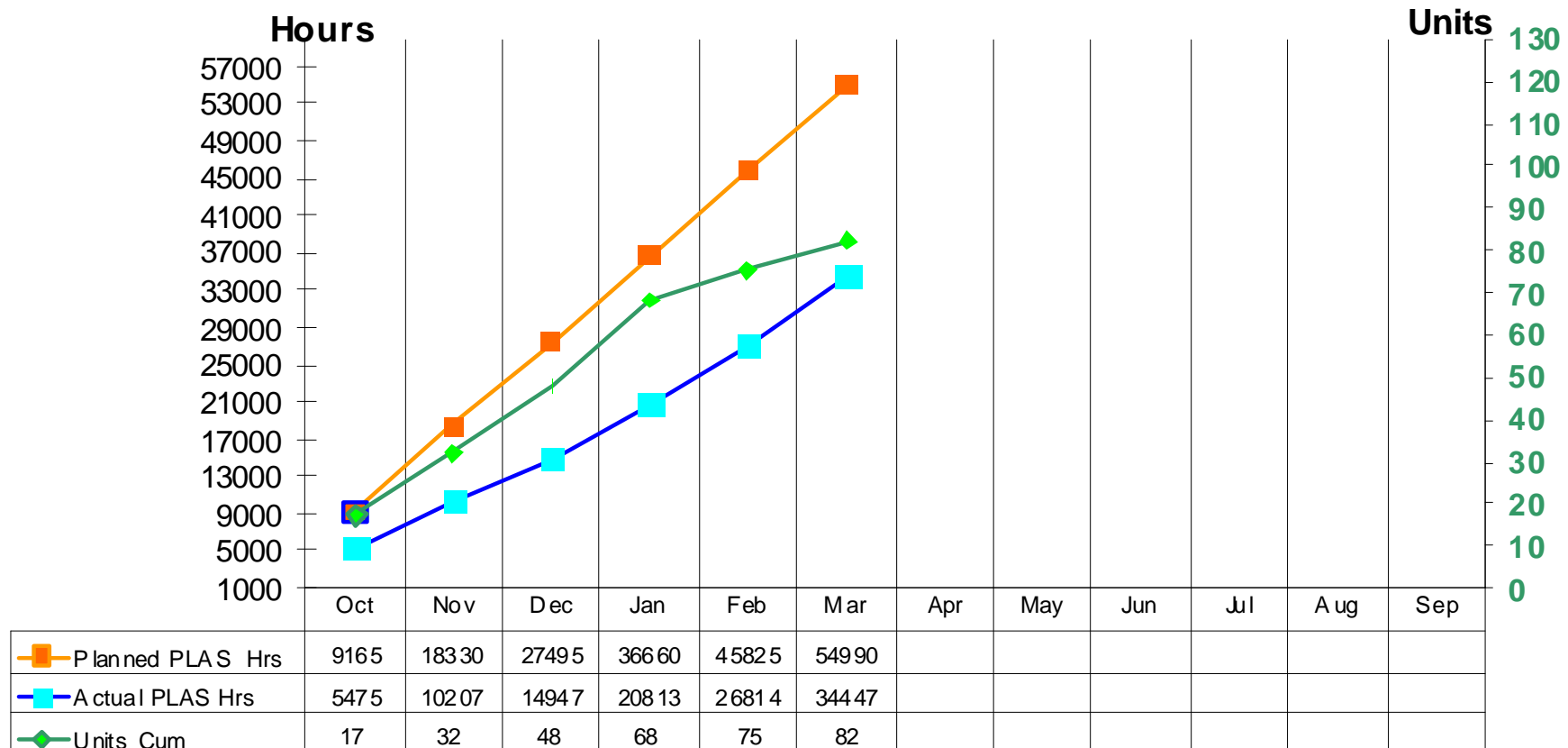**STATUS:** Green   FY98 GOAL: Increase number of Ktrs

We are on point thus far with the DCMC goal to increase the number of contractor's participating in SPI. Since beginning of FY98 we have increased by 10.

As of 27 May 98

PLAS Hours & Unit Comparison

PLAS Code:002, Process Improvement Management/PROCAS

One Book Process Output: Block change modifications

Hours / **Units**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	9165	18330	27495	36660	45825	54990						
Actual PLAS Hrs	5475	10207	14947	20813	26814	34447						
Units Cum	17	32	48	68	75	82						

YTD Average Unit Cost: $2,137

DISCUSSION: This code includes other activity besides SPI. We will pursue DCMC HQ's for our own PLAS code.

Right Advice
Single Process Initiative
Task 1.1.4 - Increase Contractor Participation in SPI

Bottom Line

- Ongoing effort to analyze new opportunities for participation in SPI by District and CAOs
- DCMC Thiokol became an SPI participant

Right Advice
Preaward Survey Timeliness

Process Champion Richard Perras

Presented By Herb Cowart

June 1998

Right Advice
Task 1.1.5 - Maintain PAS
Preaward Surveys Completed on/before Due Date Required by Buying Activity.

STATUS: Green   FY98 GOAL : 85% On Time

- Mid-year timeliness average is 90%

- Current workload and trend we will continue to meet the monthly and FY98 end of year target goal
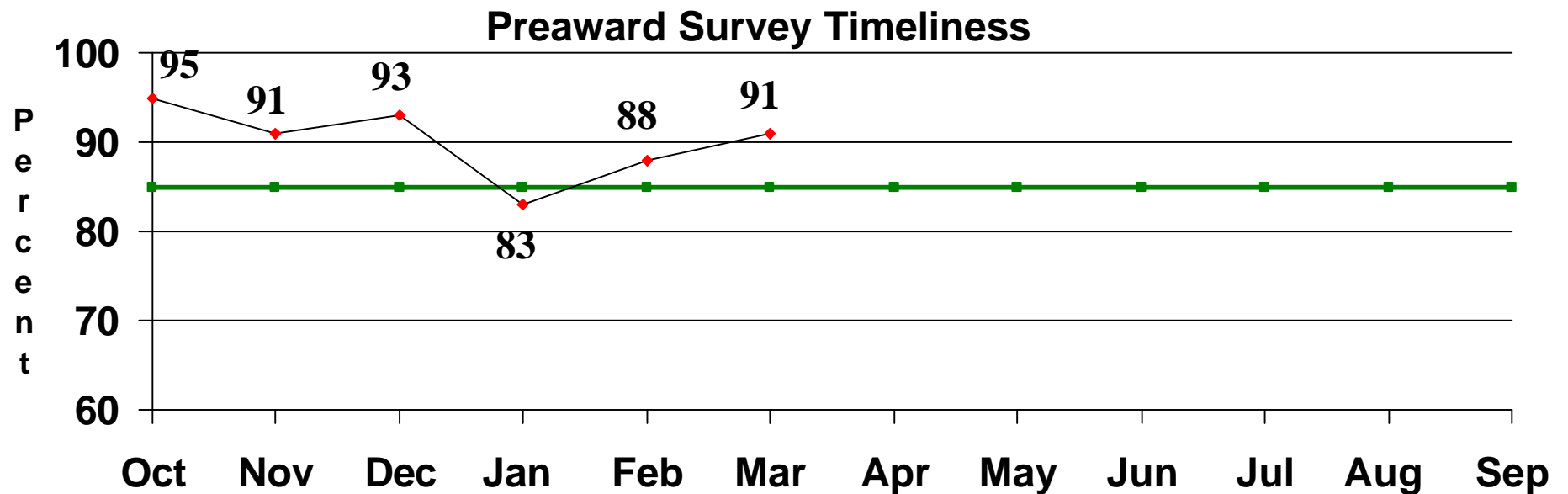
Right Advice
Task 1.1.5 Maintain PAS
Preaward Surveys Completed on or before Due Date Required by Buying Activity

STATUS: Green   FY 98 Goal: 85% On Time
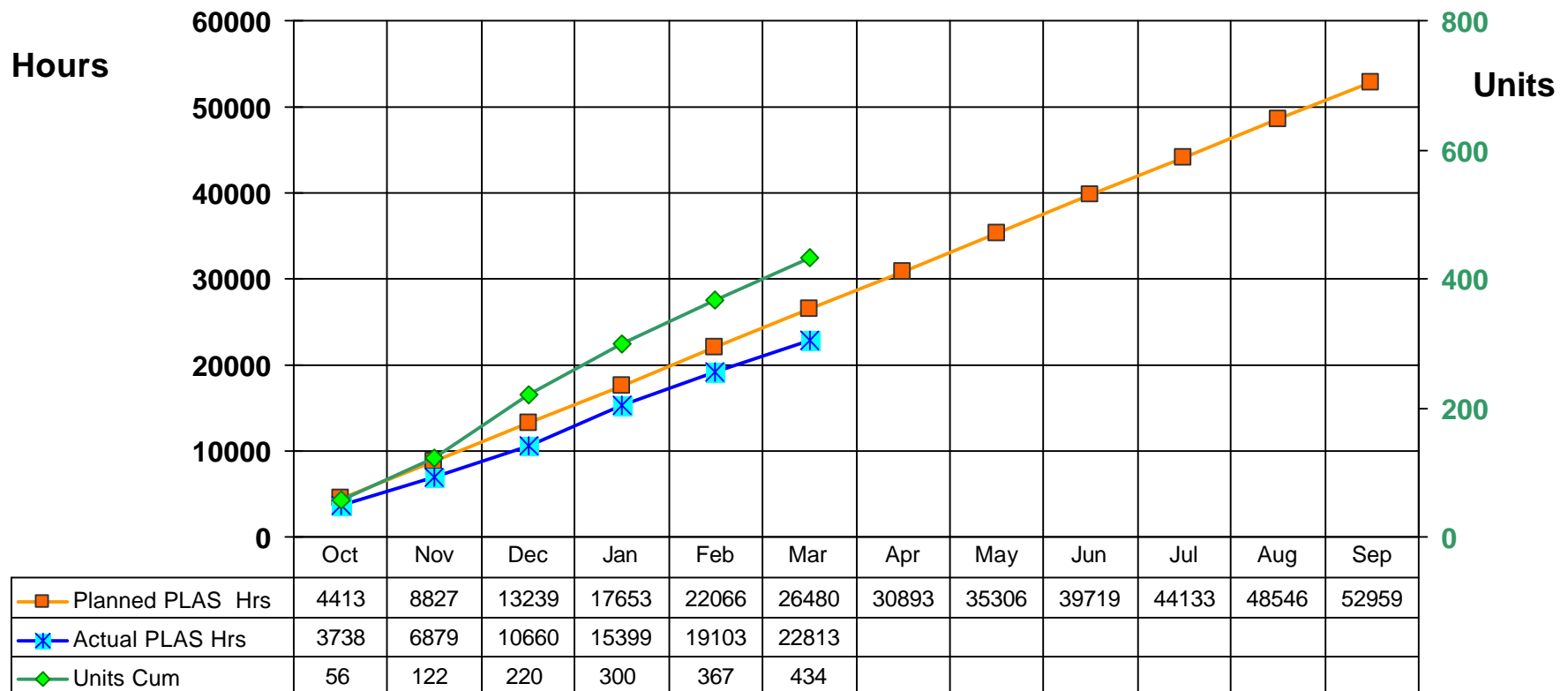
Preaward Survey Timeliness

- 61 out of 67 preaward surveys completed on time for March.

DCMDW

PLAS Hours & Unit Comparison

PLAS Code: 021, Preaward Surveys

One Book Process Output: Number of on-site surveys completed during the month.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	4413	8827	13239	17653	22066	26480	30893	35306	39719	44133	48546	52959
Actual PLAS Hrs	3738	6879	10660	15399	19103	22813						
Units Cum	56	122	220	300	367	434						

YTD Average Unit Cost:

DISCUSSION: PLAS 021 contains other preaward activities which skews the unit cost of an on-site survey (informal and desk surveys).

Right Advice
Task 1.1.5 Maintain PAS
Preaward Surveys Completed on or before Due Date Required by Buying Activity

Bottom Line

- Completed 434 on site surveys

- 90% Timeliness rate

- Current workload and trend we will meet FY98 goal

Right Advice
Increase the Amount of Excess Government Property Disposed

Presented By Marjorie Salazar

June 1998

DCMDW

Right Advice

Task 1.1.7 - Increase Amount of Excess Property Disposed
Increase Disposition by 20% over FY 97

STATUS: Red   FY98 GOAL: $1.7 Billion

- Currently red due to slower than expected reporting of excess under MRM #5
  - Property disposed to date is below goal, property on-hand and property reported excess is increasing
  - FY97 base higher than normal due to several large terminations
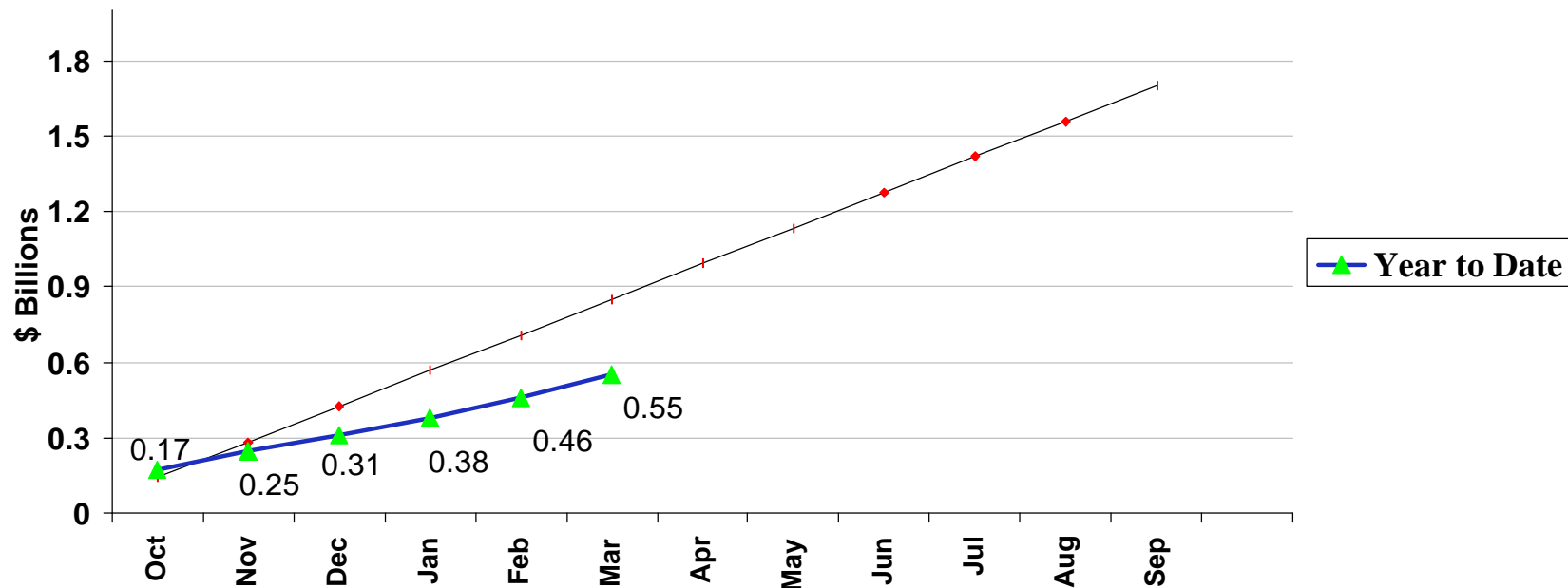- Numbers are improving, however, probably won't meet goal this year

Right Advice

Task 1.1.7- Increase Amount of Excess Property Disposed
Increase Disposition by 20% over FY 97

Status: Red   **FY98 Goal:** $ 1.7 Billion
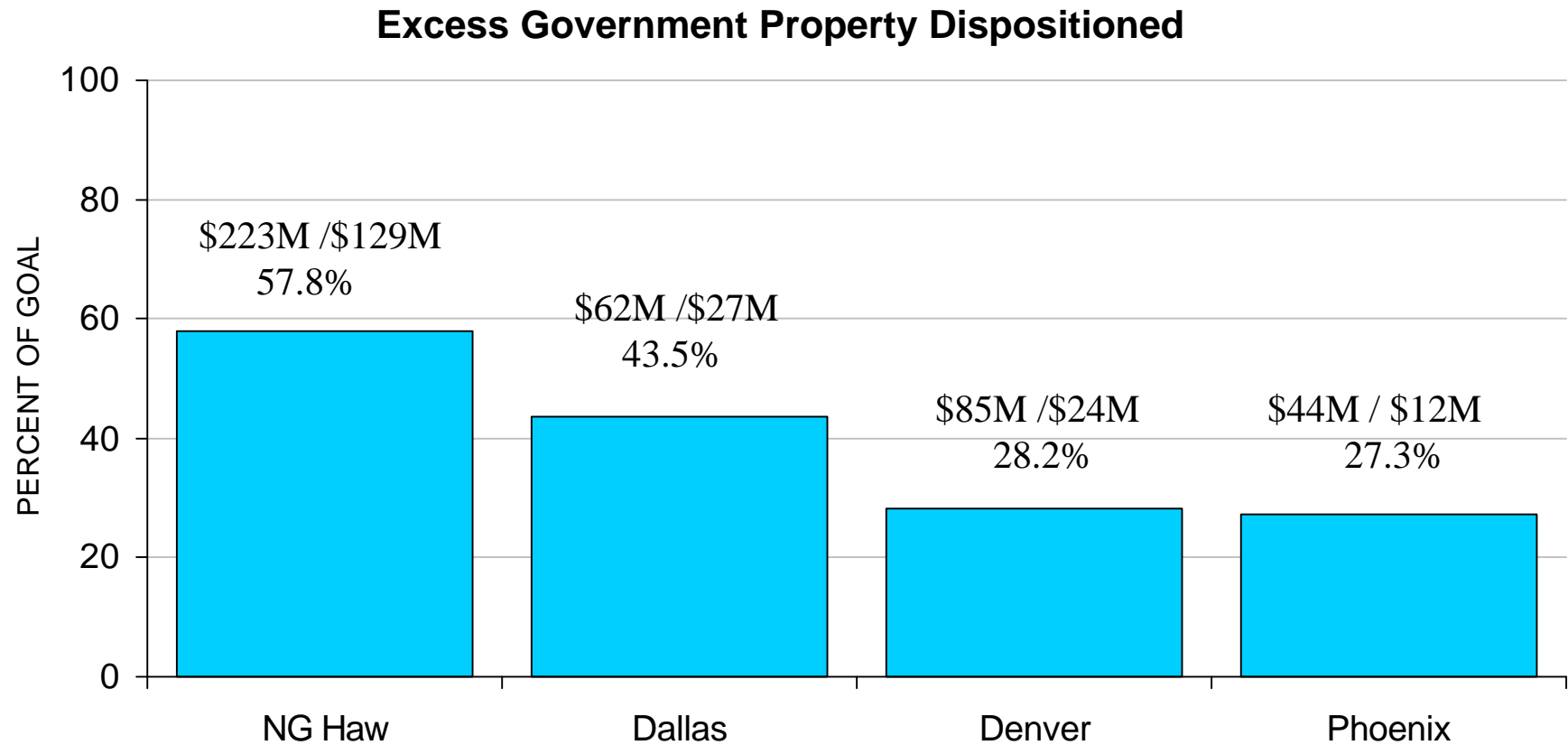

Year to Date

Year to Date: $551 Million
Goal: $850 Million
March Data: $88.4 Million

Right Advice

Task 1.1.7 - Increase Amount of Excess Property Disposed

Increase Disposition by 20% over FY 97

Excess Government Property Dispositioned

Right Advice
Task 1.1.7 - Increase Amount of Excess Property Disposed
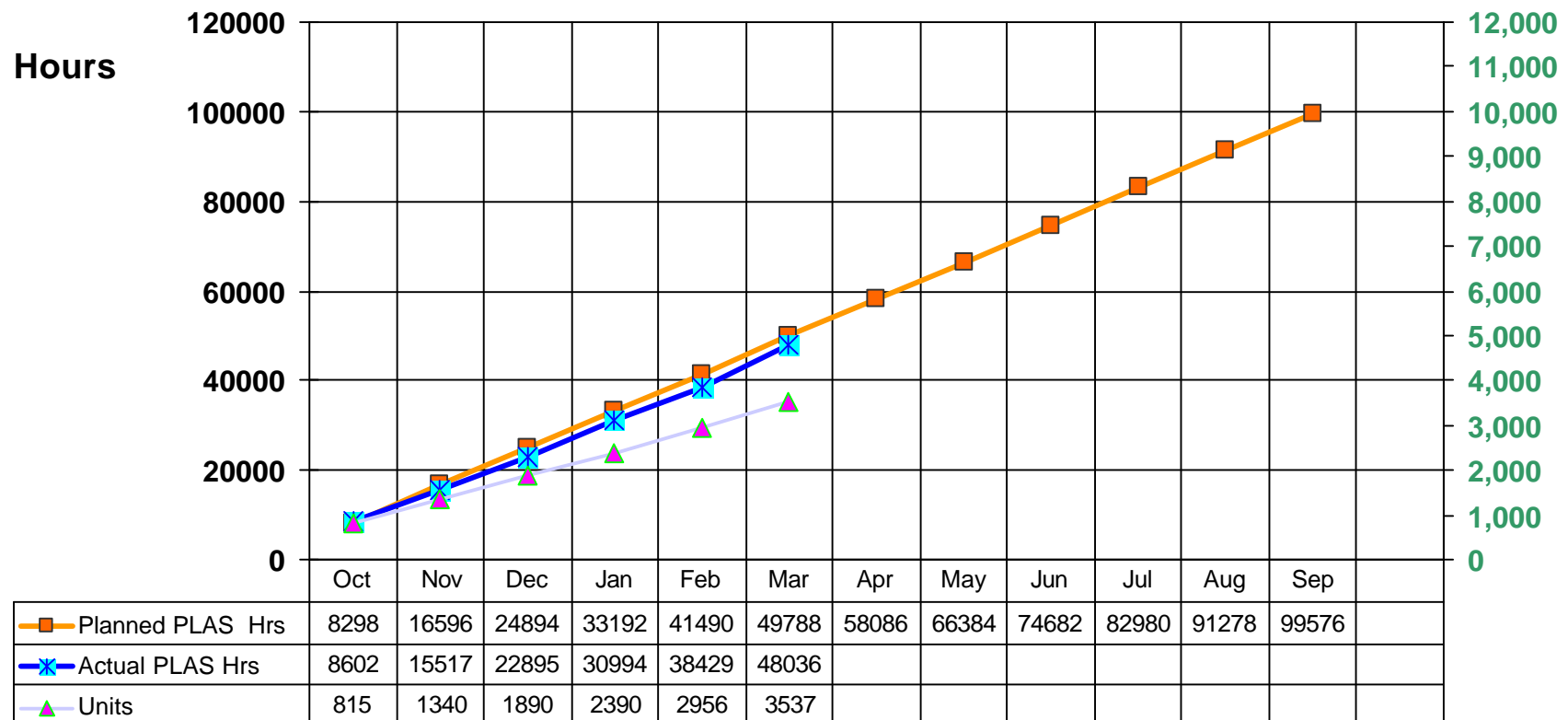### Increase Disposition by 20% over FY 97

- **DCMC Northrop Grumman Hawthorne**
  - Disposed of larger than normal amount of property in FY97 due to TSSAM termination
- **DCMC Dallas**
  - Improving after slow start, $80M currently on hand
- **DCMC Denver**
  - Amount reported excess is about the same as last year, no significant increase due to MRM #5
- **DCMC Phoenix**
  - Disposed of larger than normal amount of property in FY97 due to termination with Orbital Science Corp

DCMDW

PLAS Hours & Unit Comparison

PLAS Code: 105, Plant Clearance
One Book Process Output: Closed Plant Clearance Cases

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	8298	16596	24894	33192	41490	49788	58086	66384	74682	82980	91278	99576
Actual PLAS Hrs	8602	15517	22895	30994	38429	48036						
Units	815	1340	1890	2390	2956	3537						

YTD Average Unit Cost: $380
DISCUSSION: All plant clearance activity is captured under PLAS Code 105

Right Advice
Task 1.1.7 - Increase Amount of Excess Property Disposed

Bottom Line

While this metric is currently rated red, property on-hand and reported excess is increasing. Performance on this metric should improve during the second half of FY 98.

Right Advice
Single Process Initiative
Task: 1.1.9

Presented by Larry Walker

June, 1998

Right Advice
Single Process Initiative
Task 1.1.9 Improve the quality of processes submitted under SPI

STATUS: Green   FY98 GOAL: Increase Cost Saving

- Cost Saving/Avoidance is up $110M from $266.8M for a total of $377M to date

- No anticipated problems

- We have exceeded the DCMDW FY98 end of year target/monthly goal

Right Advice
Single Process Initiative
Task 1.1.9 Improve the quality of processes submitted under SPI

STATUS: Green   FY98 GOAL: Increase Cost Saving

FY 1998 HQ Goal: Increase potential savings/avoidance by $100M

History:
- Performance Plan does not specify an amount, however the DCMC SPI Strategic Plan does outline a goal
- Cost Savings/Avoidance to Date - $377M
  - This represents 71% of total DCMC Cost Savings/Avoidance to Date (As of 5/27/98)

Comments:
- Met District goal of $50M increase in savings/avoidance.
  - Currently at $109.8M.
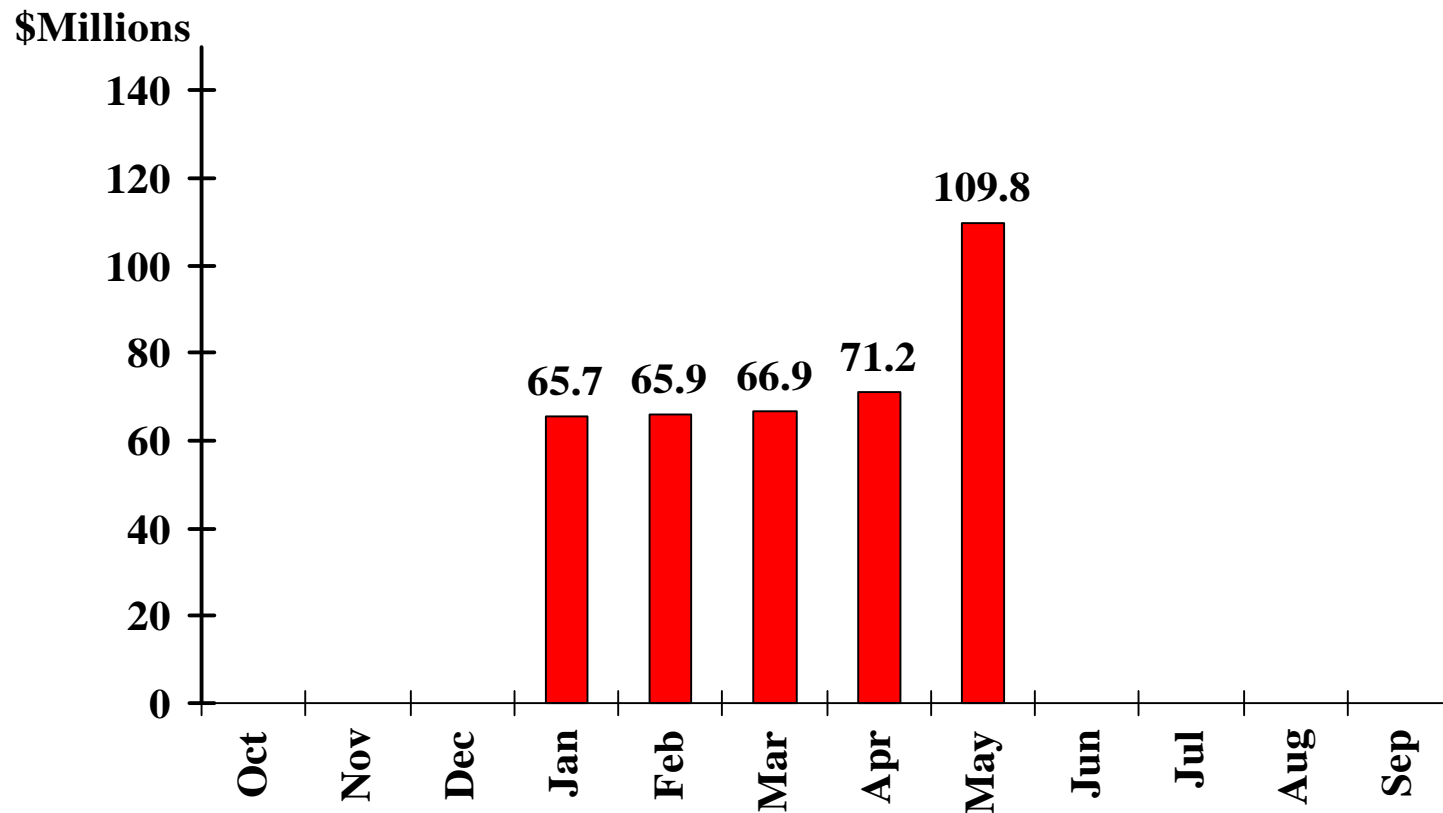
DCMDW

Right Advice
Single Process Initiative
Task 1.1.9 Improve the quality of processes submitted under SPI

STATUS: Green   FY98 GOAL: Increase Cost Saving

$Millions

Bar chart values:
- Jan: 65.7
- Feb: 65.9
- Mar: 66.9
- Apr: 71.2
- May: 109.8

Months (x-axis): Oct, Nov, Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep

Cumulative Numbers
98 District Goal is $50M

Right Advice
Single Process Initiative
Task 1.1.9 Improve the quality of processes submitted under SPI

Bottom Line
Currently exceeding goal

Good News
- DCMC Phoenix
    - Potential $18M in negotiated savings and $40M in cost avoidance associated with Apache Longbow program

Right Item Conforming Items

Presented by Steven Brown

June, 1998

Right Item

Task 1.2.1 - Percent Source Inspected Conforming Items

Number of useable lab tested items/number of items tested

STATUS: Green   **FY 98 GOAL : Increase % over 4th Qty FY 97**

- Currently averaging two PQDRs per quarter

- No anticipated problems

- Currently on track to meet FY98 goal
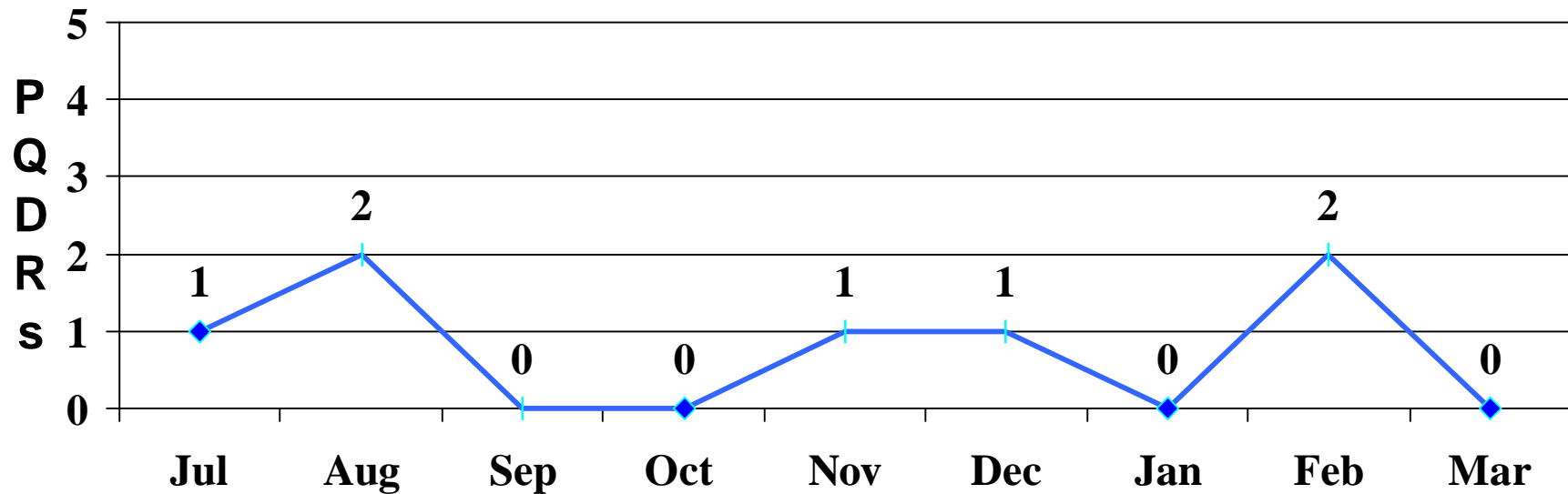
Right Item

Task 1.2.1 - Percent Source Inspected Conforming Items
Number of useable lab tested items/number of items tested

STATUS: Green

FY 98 GOAL : Increase % over 4th Qty FY 97

Lab Test PQDRs FY97 & FY98

Right Item

Total Engineering Change Proposals (Minus Improvement ECPs), And Waivers/Deviations Per 1,000 Contracts

Presented By Kevin Kaboli

June, 1998

Right Item
Task 1.2.2 - Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

STATUS: Red   **FY98 AVG GOAL: .50**
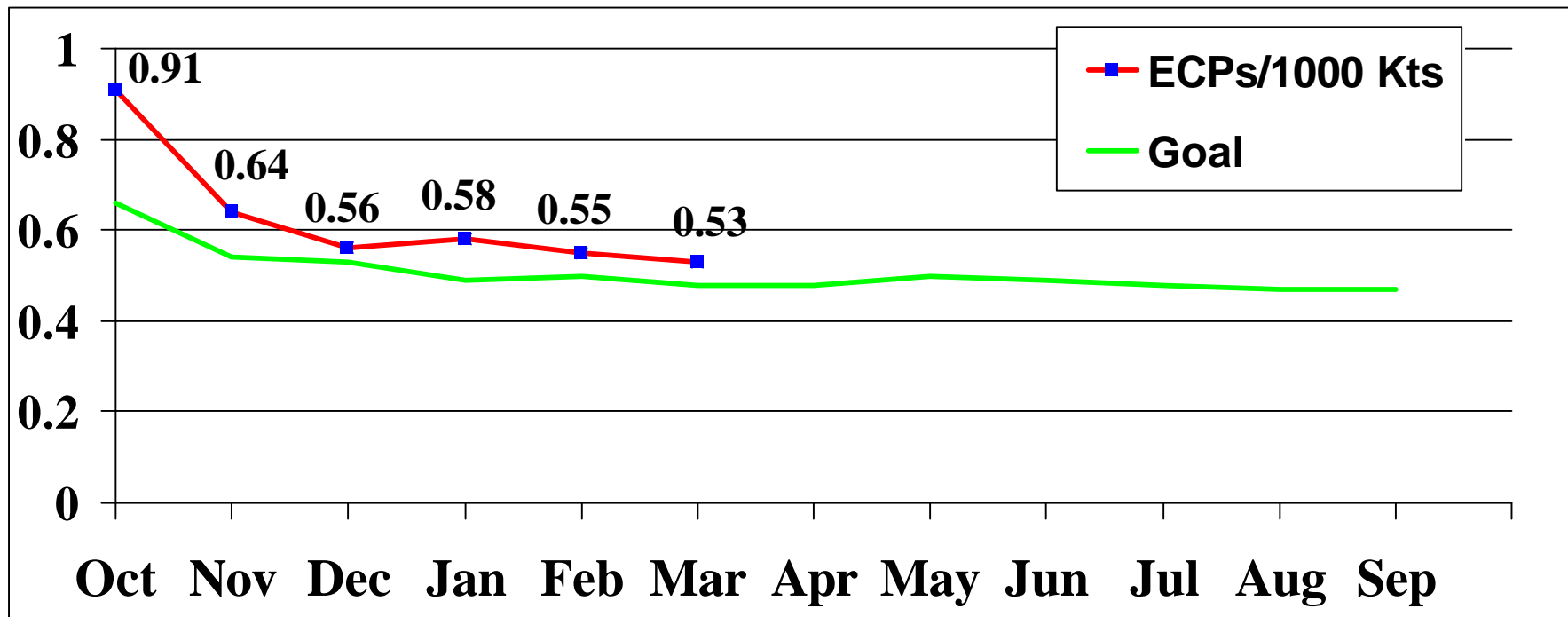
- Currently red (.53) due to high number of ECPs submitted by contractors
  - Data validation effort continues
- Trend expected to improve by FY end

Right Item
Task 1.2.2 - Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

STATUS: Red   **AVG GOAL: 0.50**
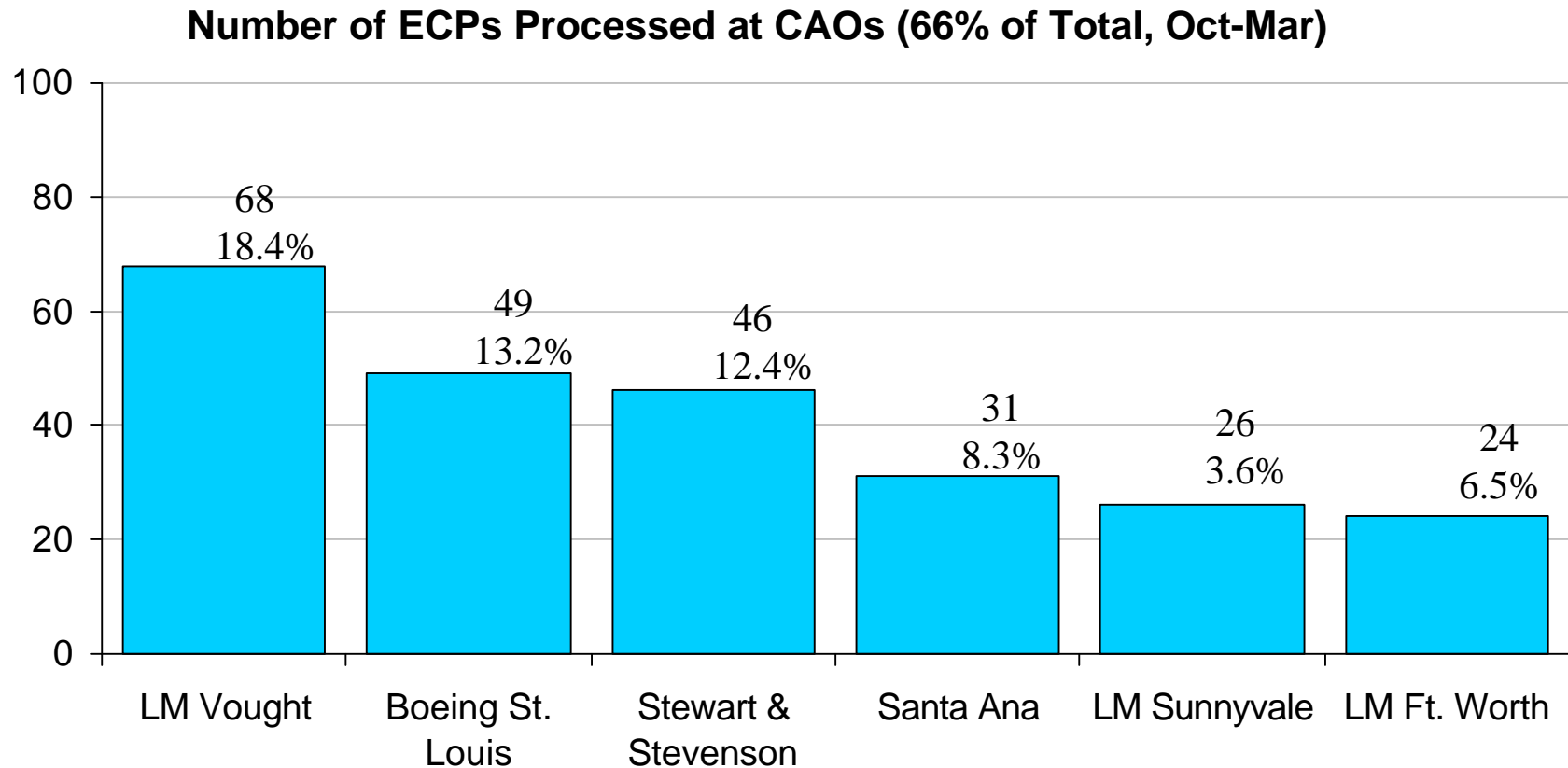

Based on ACTS Data

Right Item
Task 1.2.2 - Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

- Processed larger than normal amount of ECPs due to: Low Rate Initial Production problems, FMS, PCA (99)
  - DCMC LM Vought (ATACMS & MLRS Programs)
  - DCMC Santa Ana (SADARM Program)
- Program Office Rqmts, Rev to existing ECPs (49)
  - DCMC Boeing St. Louis (F-15,F-18,T-45 Programs)
- Dwg clean up, some parts not per drawing (46)
  - DCMC Stewart & Stevenson (FMTV Program)
- Miscellaneous (50)
  - LM Sunnyvale
  - LM Ft. Worth

Right Item
Task 1.2.2- Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

Number of ECPs Processed at CAOs (66% of Total, Oct-Mar)

Facility	ECPs	Percent
LM Vought	68	18.4%
Boeing St. Louis	49	13.2%
Stewart & Stevenson	46	12.4%
Santa Ana	31	8.3%
LM Sunnyvale	26	3.6%
LM Ft. Worth	24	6.5%

Right Item
Task 1.2.2- Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

ROOT CAUSE ANALYSIS

Bar chart showing values: Low Rate Initial Production, FMS, PCA = 99; SPO Rqmts,Resubmittal to ECPs = 49; Dwg Clean Up = 46; Misc. = 50
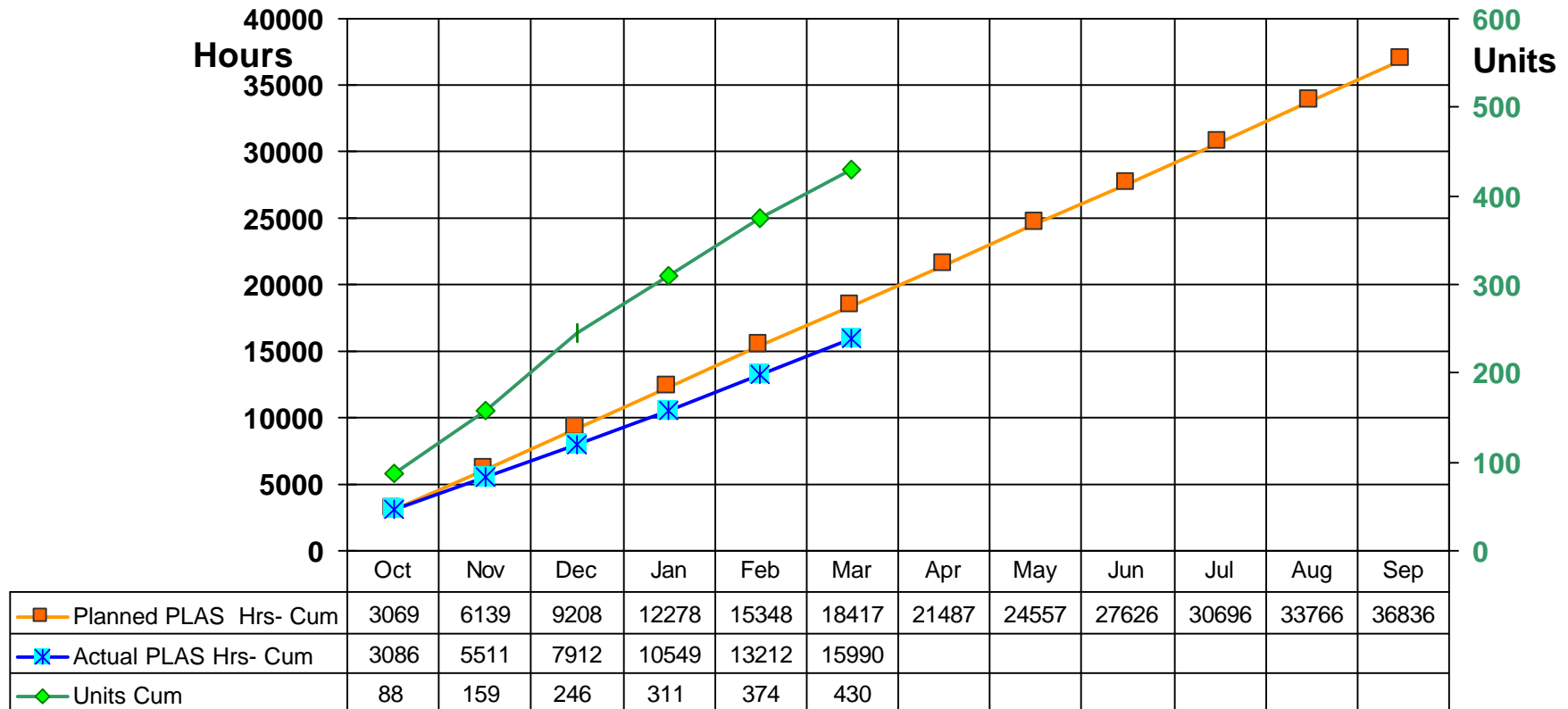
DCMDW   PLAS Hours & Unit Comparison

PLAS Code:062A Engineering Change Proposals
One Book Process Output:: Number of ECPs reviewed and closed.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs- Cum	3069	6139	9208	12278	15348	18417	21487	24557	27626	30696	33766	36836
Actual PLAS Hrs- Cum	3086	5511	7912	10549	13212	15990						
Units Cum	88	159	246	311	374	430						
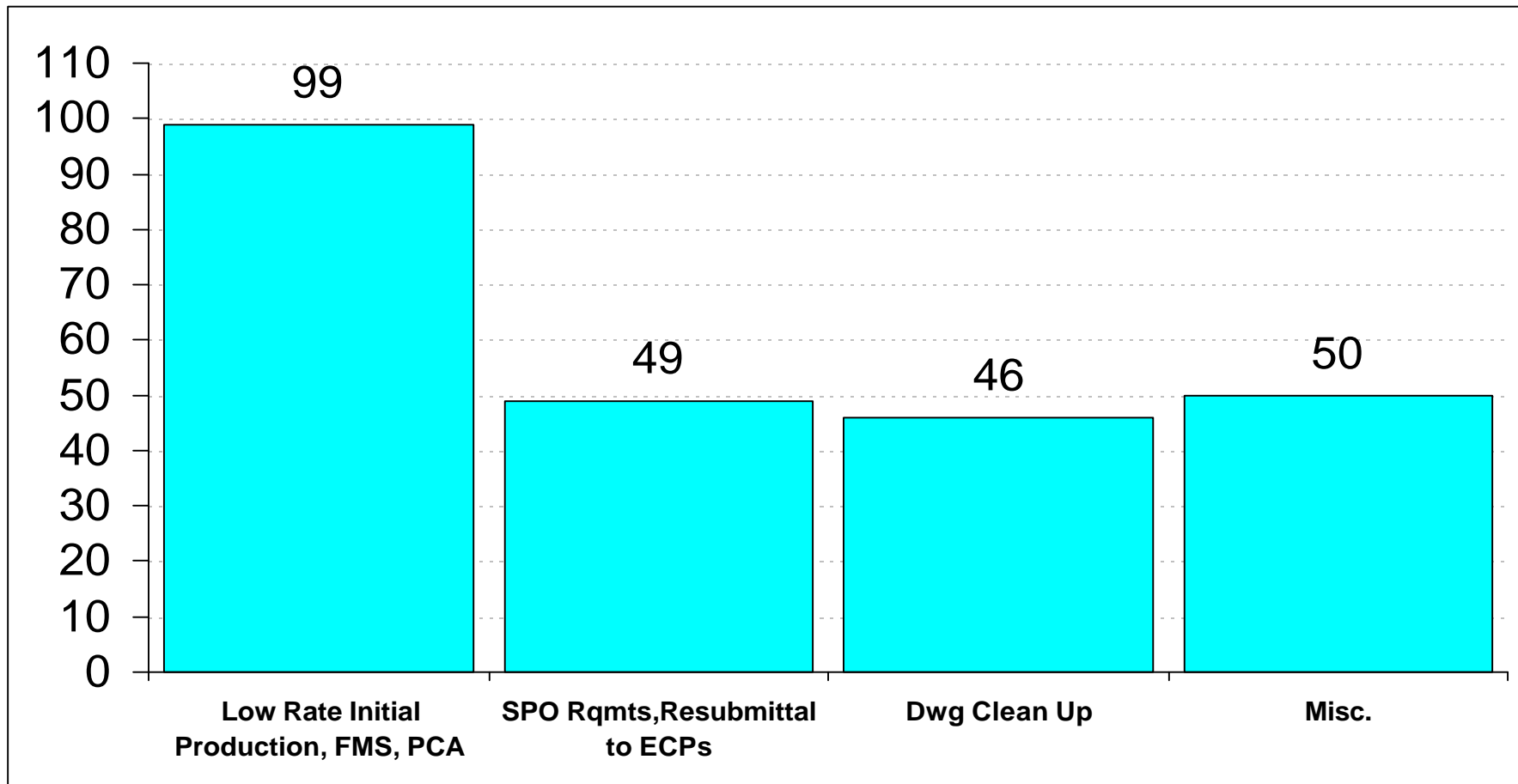
YTD Average Unit Cost: $1060
DISCUSSION: Less ECPs were reviewed than planned, also due to combining Class I and II ECPs on the same PLAS Code, the actual unit cost for Class Is would be lower.

Right Item
Task 1.2.2 - Total ECPs (Minus Improvement ECPs) Per 1,000 Contracts

---

Bottom Line

While this metric is currently rated red, the trend is downward.

We will complete the data validation effort and report the results.

Right Item
Task 1.2.2 - Waivers/Deviations Per 1,000 Contracts

STATUS: Red   **FY98 AVG GOAL: .39**
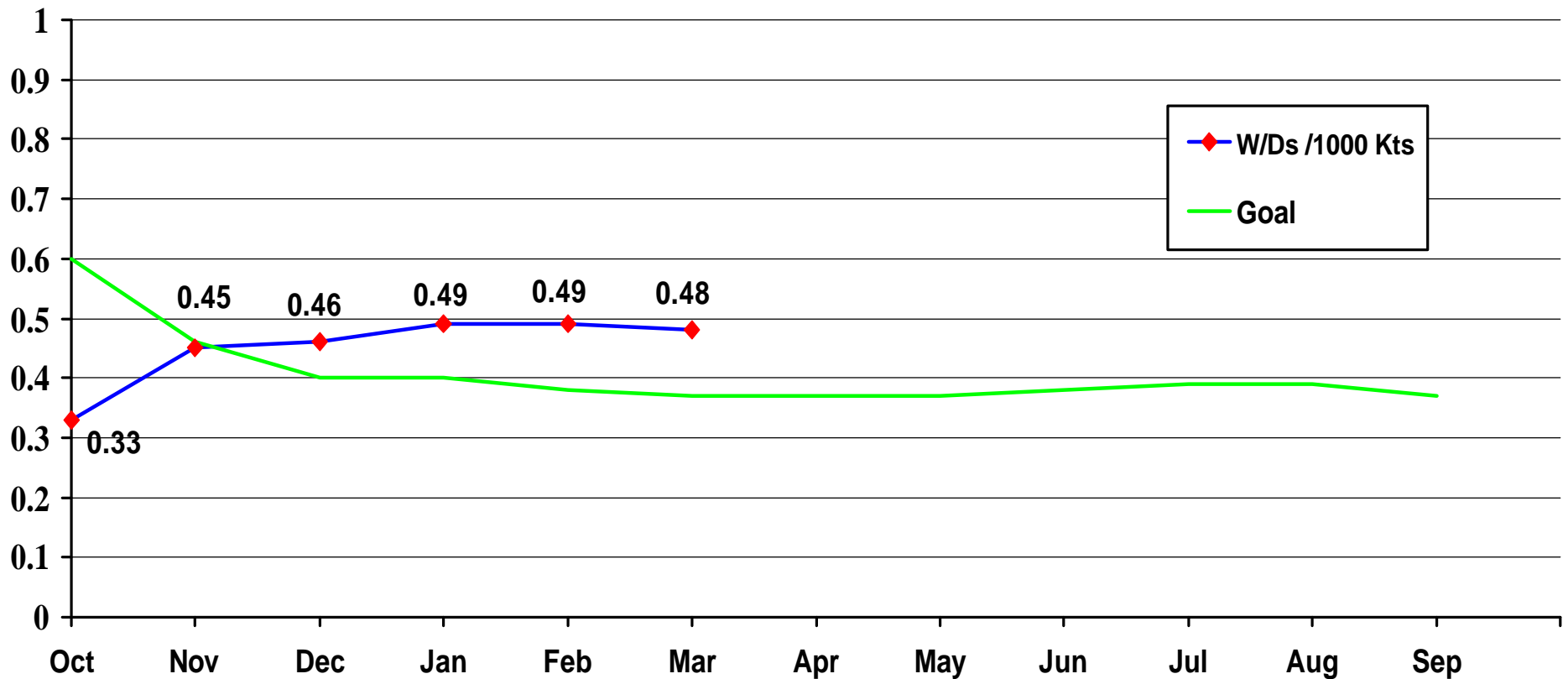
- Currently red (.48) due to high number of M/C Waivers/Deviations submitted by contractors
  - The trend is downward
  - Data validation effort continues

Right Item
Task 1.2.2 - Waivers/Deviations Per 1,000 Contracts

STATUS: RED

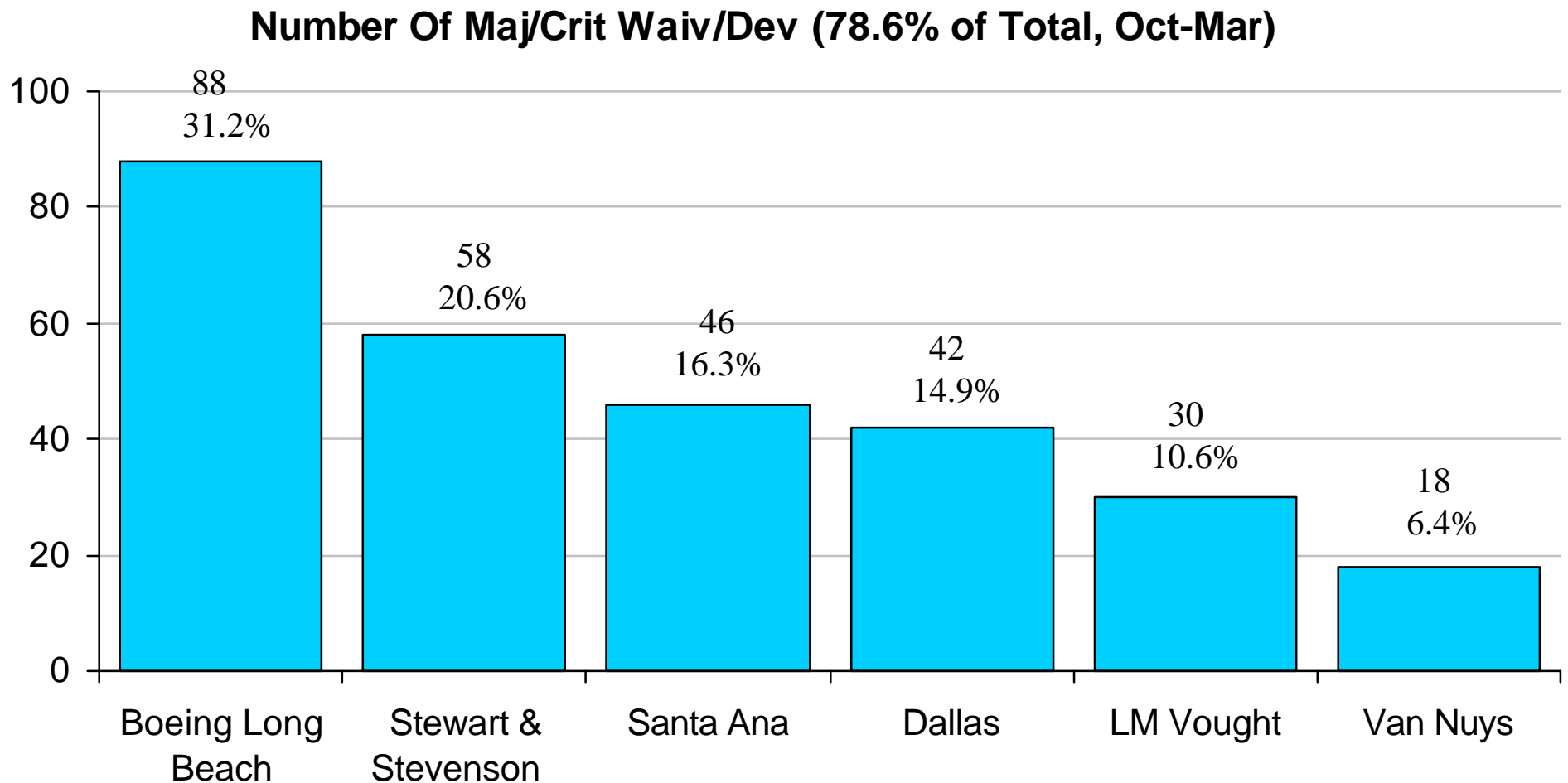**AVG GOAL: 0.39**

Based On ACTS Data

Right Item
Task 1.2.2 - Waivers/Deviations Per 1,000 Contracts

- Processed larger than normal amount of Waiv/Dev due to new production block (88)
  - DCMC Boeing Long Beach (C-17 Program), Possible Data Discrepancy, Under Investigation
- Low Rate Initial Production Problems, FMS (76)
  - DCMC LM Vought (ATACMS & MLRS Programs)
  - DCMC Santa Ana, (SADARM Program)
- Several Minor Waivers (MRBs) turned into Major, parts not in compliance with drawings (58)
  - Stewart & Stevenson (FMTV Program)
- High number of contracts, Miscellaneous (60)
  - Van Nuys
  - Dallas

Right Item
Task 1.2.2- Waivers/Deviations Per 1,000 Contracts

Number Of Maj/Crit Waiv/Dev (78.6% of Total, Oct-Mar)

Boeing Long Beach	Stewart & Stevenson	Santa Ana	Dallas	LM Vought	Van Nuys
88 / 31.2%	58 / 20.6%	46 / 16.3%	42 / 14.9%	30 / 10.6%	18 / 6.4%

Right Item
Task 1.2.2- Waivers/Deviations Per 1,000 Contracts
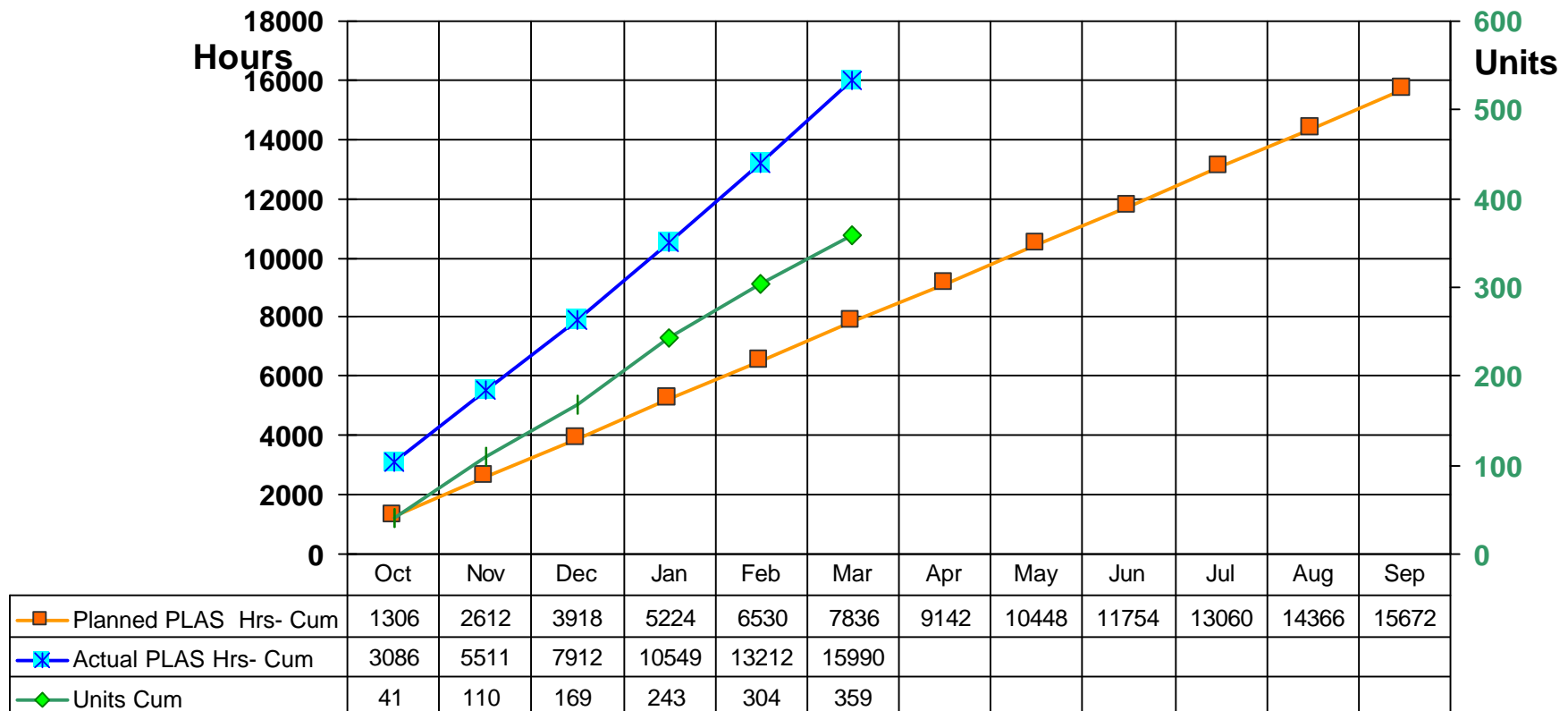
ROOT CAUSE ANALYSIS
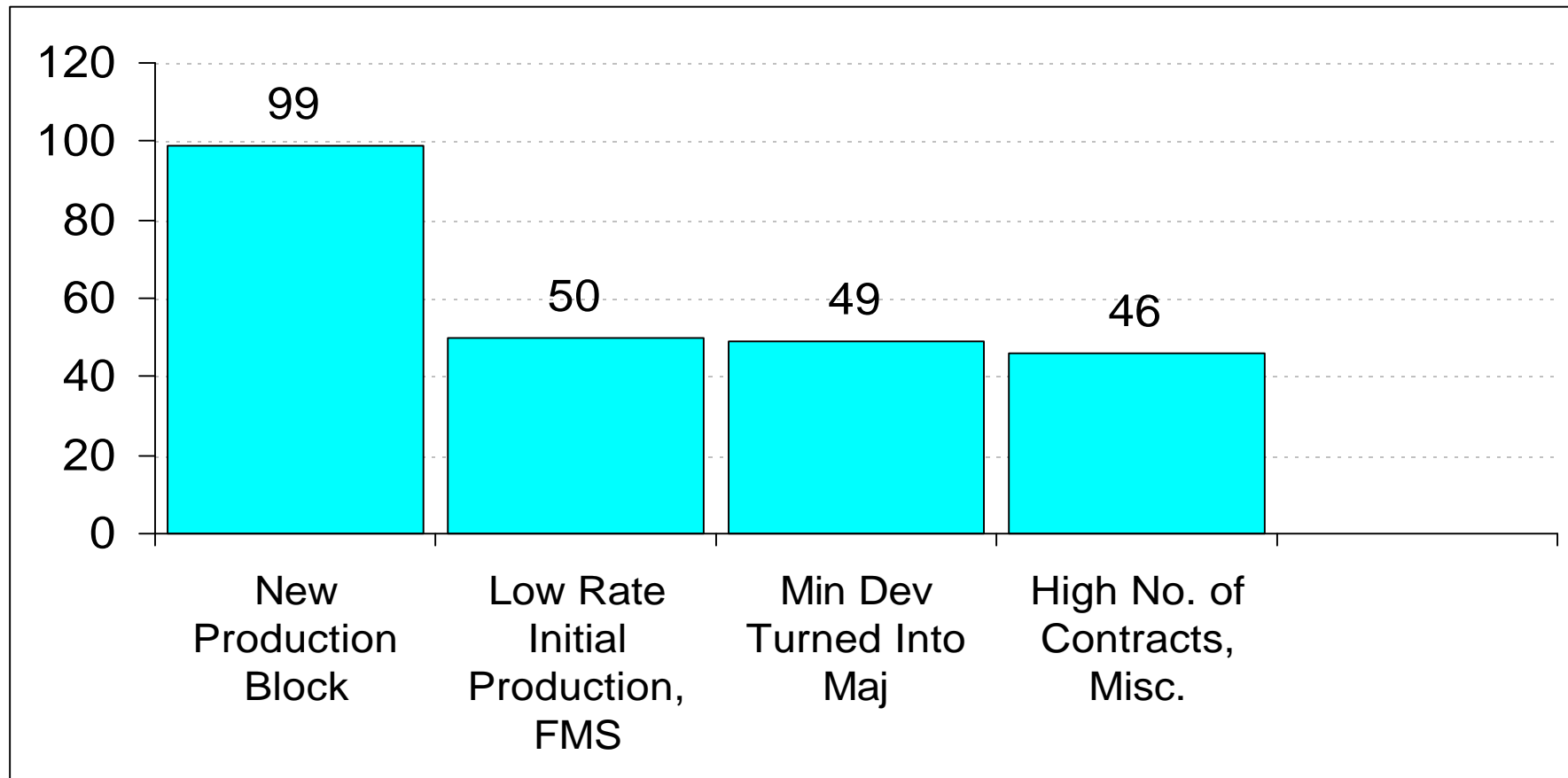
DCMDW   PLAS Hours & Unit Comparison

PLAS Code:062C - Waivers and Deviations

One Book Process Output: Number of M/C Waivers and Deviations reviewed.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ Planned PLAS Hrs- Cum	1306	2612	3918	5224	6530	7836	9142	10448	11754	13060	14366	15672
✳ Actual PLAS Hrs- Cum	3086	5511	7912	10549	13212	15990						
◆ Units Cum	41	110	169	243	304	359						

YTD Average Unit Cost: $1247

DISCUSSION: Unable to provide accurate Unit Cost assessment due to internal W/Ds mixed with the Major/Critical W/Ds.

Variance is due to combining effort for internal W/Ds with reviewing M/C W/Ds.

RIGHT ITEM
1.2.4 Surveillance of Software Development

Presented by Sherron Jackson

June, 1998

Right Item

1.2.4 Surveillance of Software Development

80% of MAJOR comments accepted

STATUS: Green   FY 98 GOAL : 80% Majors accepted

DCMDW meeting new goal since Jan 98, currently at 90%

Anticipate no problems maintaining goal

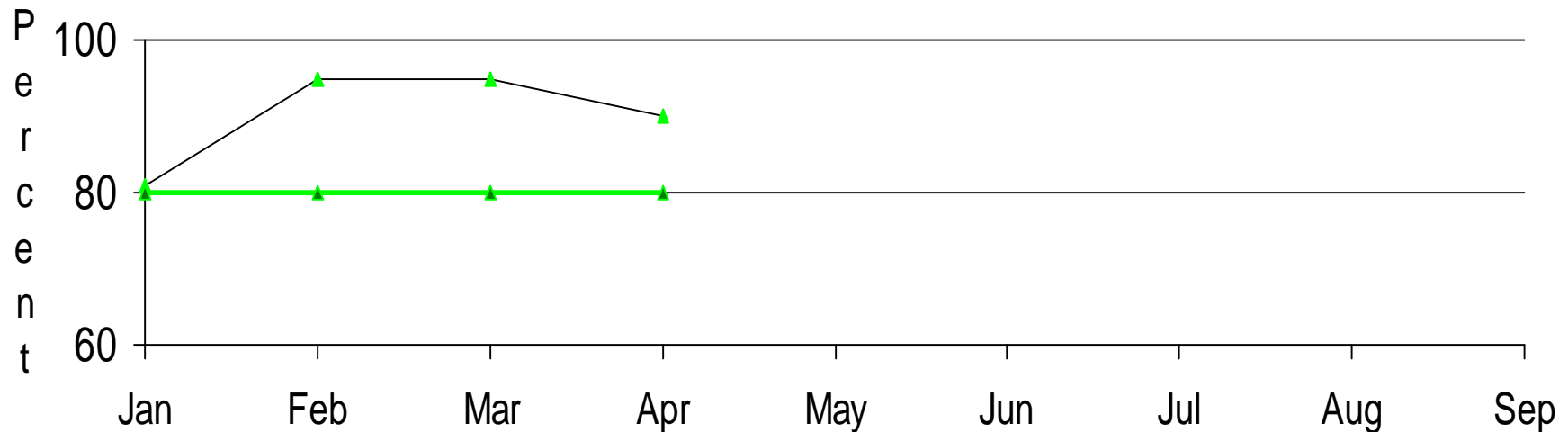Anticipate no problems meeting FY 98 end of year goal

Right Item

1.2.4 Surveillance of Software Development

80% of MAJOR comments accepted

STATUS: Green   FY 98 GOAL : 80% Majors accepted

Major Comments Accepted/Total # of Major Comments Generated

Goal Officially Changed in January to 80% of Major
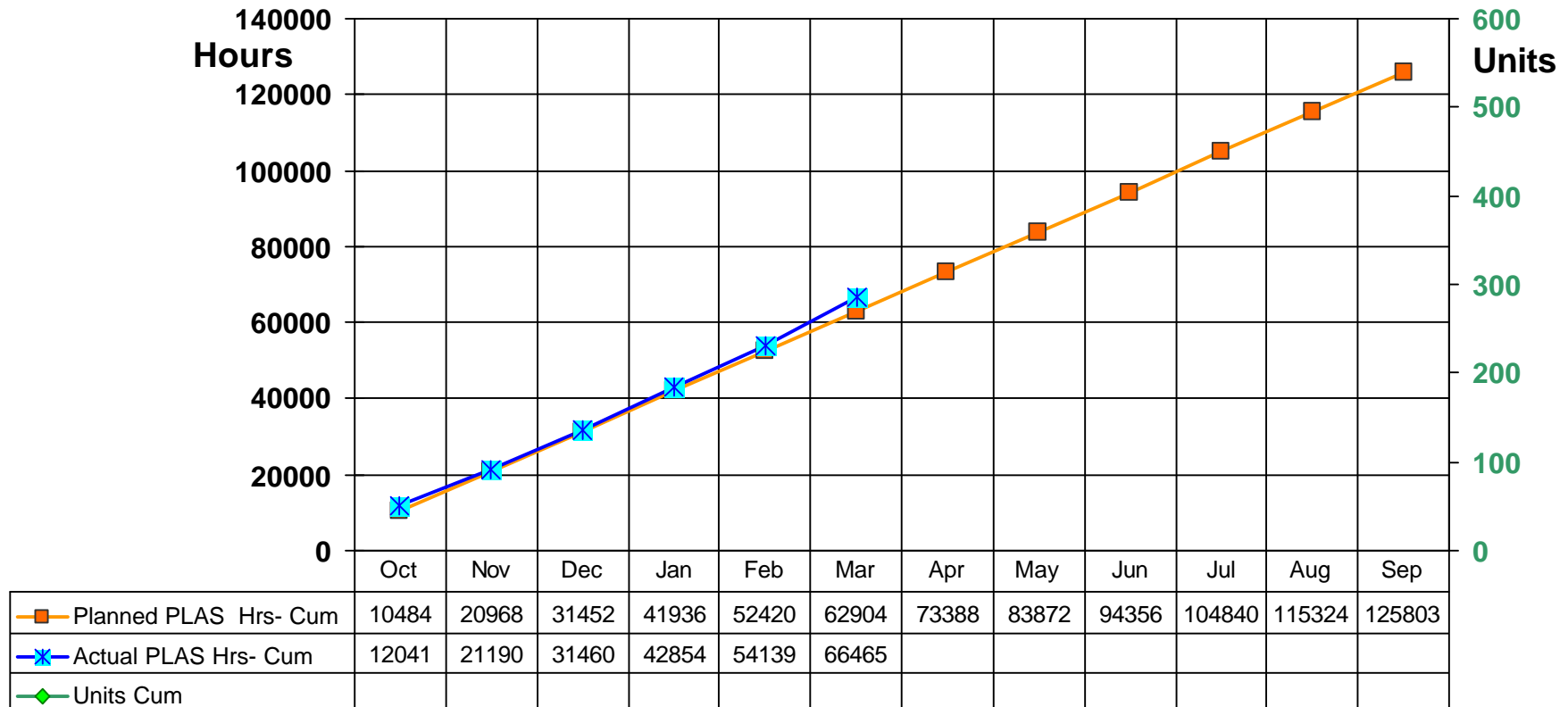Comments Generated are Accepted. (March 1998)

New SPECS Update, Version 2.0 is being BETA Tested

DCMDW

PLAS Hours & Unit Comparison

PLAS Code: 071, Surveillance of Software Development

One Book Process Output: NONE

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs- Cum	10484	20968	31452	41936	52420	62904	73388	83872	94356	104840	115324	125803
Actual PLAS Hrs- Cum	12041	21190	31460	42854	54139	66465						
Units Cum												

YTD Average Unit Cost:

DISCUSSION: Unit count will come from the Performance Measurement in SPECS.

Right Item
Surveillance of Software Development

Bottom Line

- TASK GOAL CHANGED March 98 (80% vs 60% of major comments accepted)

- Current workload and trend we will meet FY98 goal

FUTURE: SPECS ver 2.0 to be released in June 98. Limited training will be offered to Districts to assist in release to field. On line training manual will accompany new release.

Right Time
Reduce Class I ECP Implementation Cycle Time

Presented By Kevin Kaboli

June, 1998

Right Item
Task 1.3.2 - Reduce Class I ECP Implementation Cycle Time

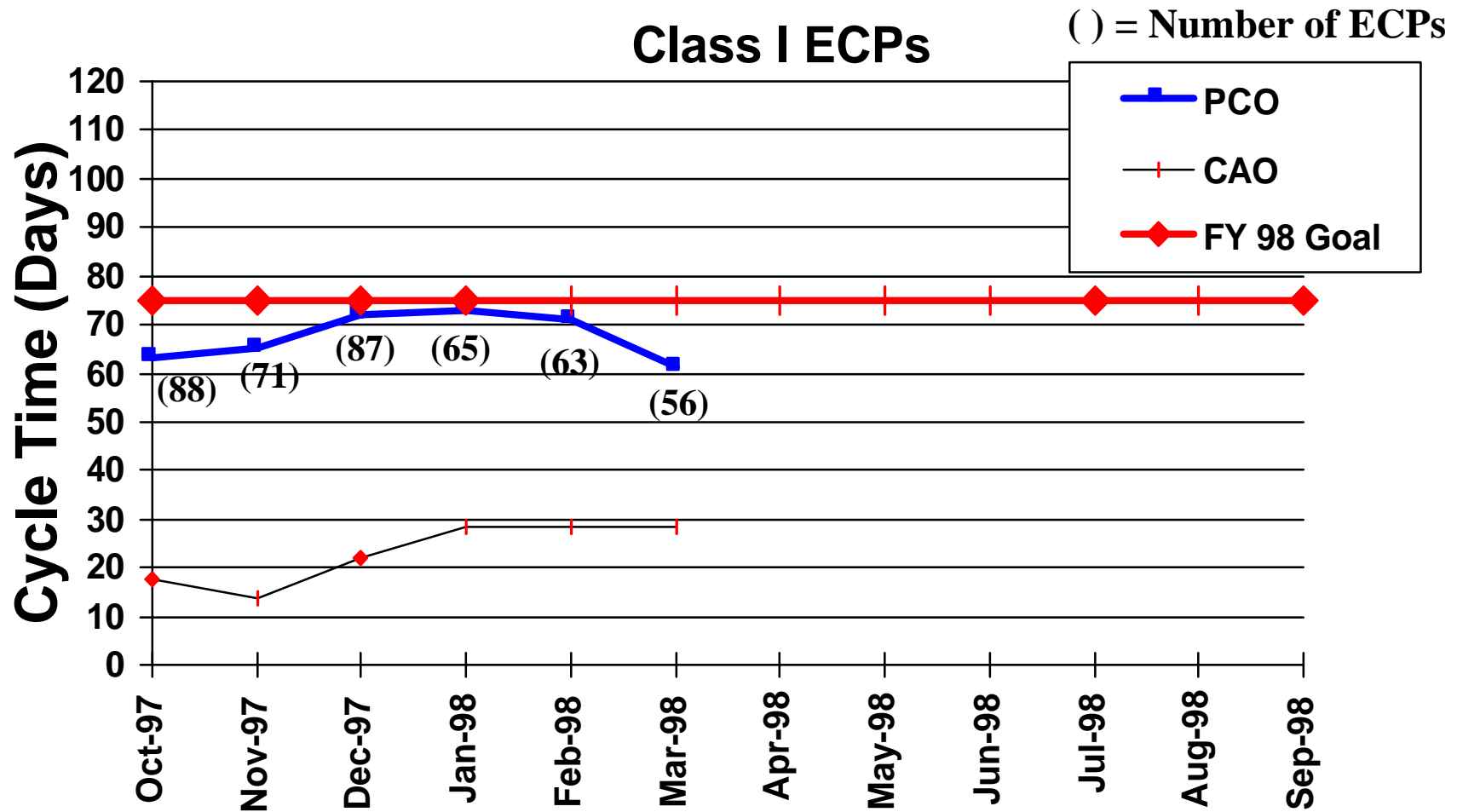STATUS: Green   FY98 AVG GOAL: 75 Days or Less

- # Currently Green (61)
    - No Foreseeable Problem in Near Future
    - Workload and Downward Trend Indicate We Will Meet the End Year Goal

DCMDW

Right Time
Task 1.3.2 Reduce Class I ECP Implementation Cycle Time

STATUS: Green   **FY98 Goal: 75 Days or Less**

Class I ECPs

( ) = Number of ECPs

Legend:
- PCO
- CAO
- FY 98 Goal

Data labels: (88) (71) (87) (65) (63) (56)

X-axis: Oct-97, Nov-97, Dec-97, Jan-98, Feb-98, Mar-98, Apr-98, May-98, Jun-98, Jul-98, Aug-98, Sep-98

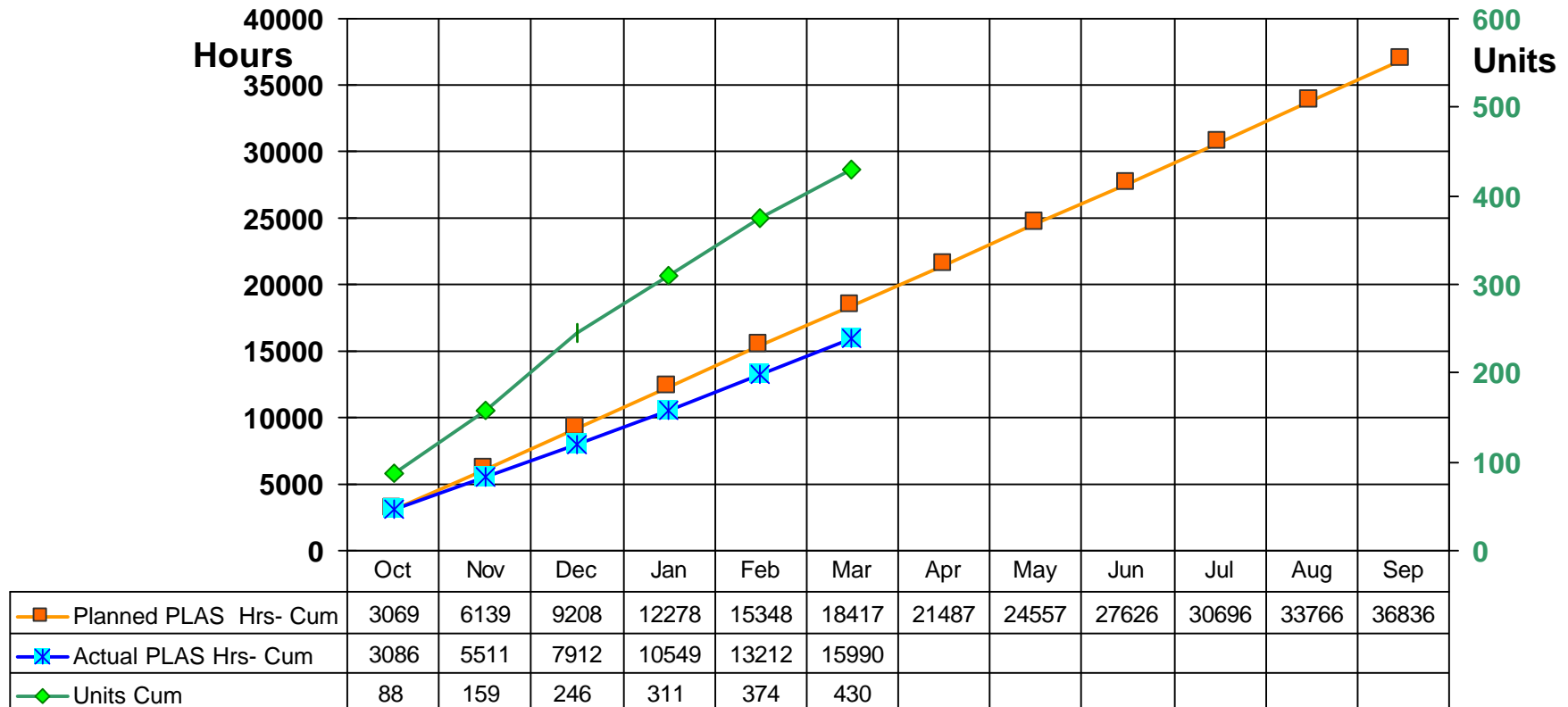Y-axis: Cycle Time (Days), 0 to 120

DCMDW

PLAS Hours & Unit Comparison

PLAS Code:062A Engineering Change Proposals
One Book Process Output:: Number of ECPs reviewed and closed.

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs- Cum	3069	6139	9208	12278	15348	18417	21487	24557	27626	30696	33766	36836
Actual PLAS Hrs- Cum	3086	5511	7912	10549	13212	15990						
Units Cum	88	159	246	311	374	430						

YTD Average Unit Cost: $1060
DISCUSSION: Less ECPs were reviewed than planned, also due to combining Class I and II ECPs on the same PLAS Code, the actual unit cost for Class Is would be lower.

Right Reception
Customer Satisfaction

Presented by Tom Brooks

June, 1998

Right Reception
Task 1.4.1 Customer Satisfaction
Maintain a High Level of Customer Satisfaction

STATUS: Green   FY98 GOAL :5.0

- Current Status: Green at 5.6

- 25 Customer Surveys conducted monthly; 10 PMs, 10 PCOs, 5 Item Managers

- No anticipated problems

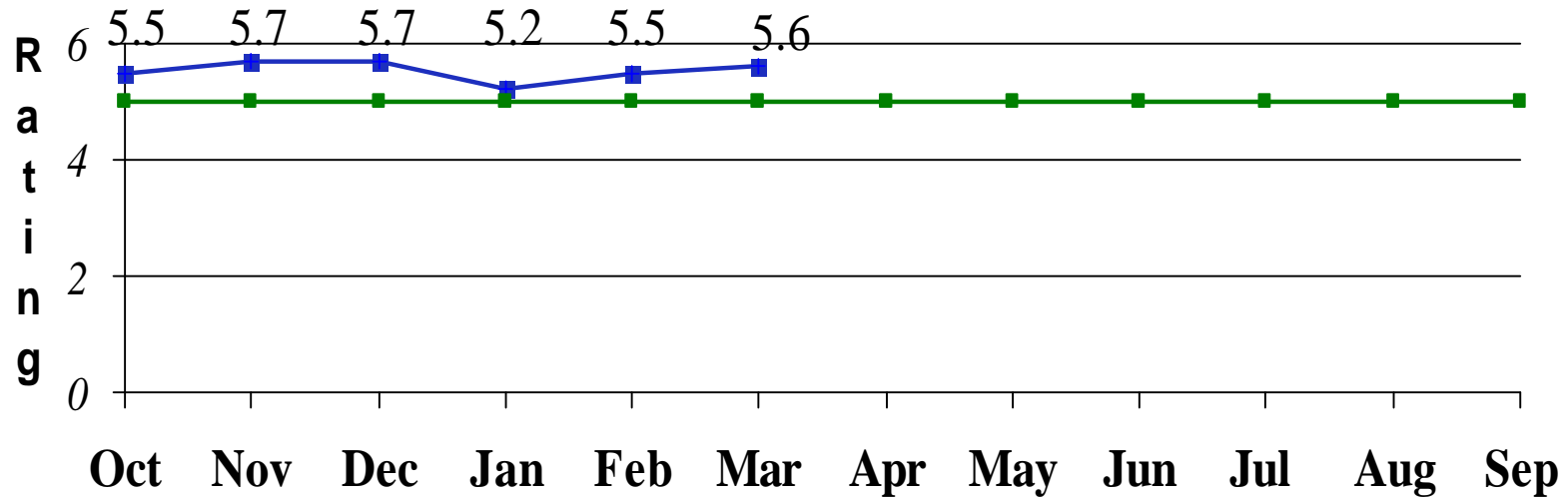- District West should continue to meet the goal throughout FY98

Right Reception
Task 1.4.1 Customer Satisfaction
Maintain a High Level of Customer Satisfaction

STATUS: Green   FY98 GOAL :5.0

Chart values above data points: 5.5, 5.7, 5.7, 5.2, 5.5, 5.6 (Oct–Mar)

	Rating
•Right Advice	5.4
•Right Time	5.7
•Right Item	5.7
•Right Price	5.5
•Overall Satisfaction	5.6

Right Reception
Trailer Cards

Presented by Tom Brooks

June, 1998

Right Reception
Task 1.4.2 Trailer Cards
Maintain Superior Overall Customer Satisfaction District Wide

STATUS: Green   FY98 GOAL :5.0

- Current Status: Green 5.8
- FY98 to Date:
  - » 3500 PCTs Issued
  - » 2500 Pending Reply
  - » 900   Closed
  - » 100   Follow-Up
- No anticipated problems
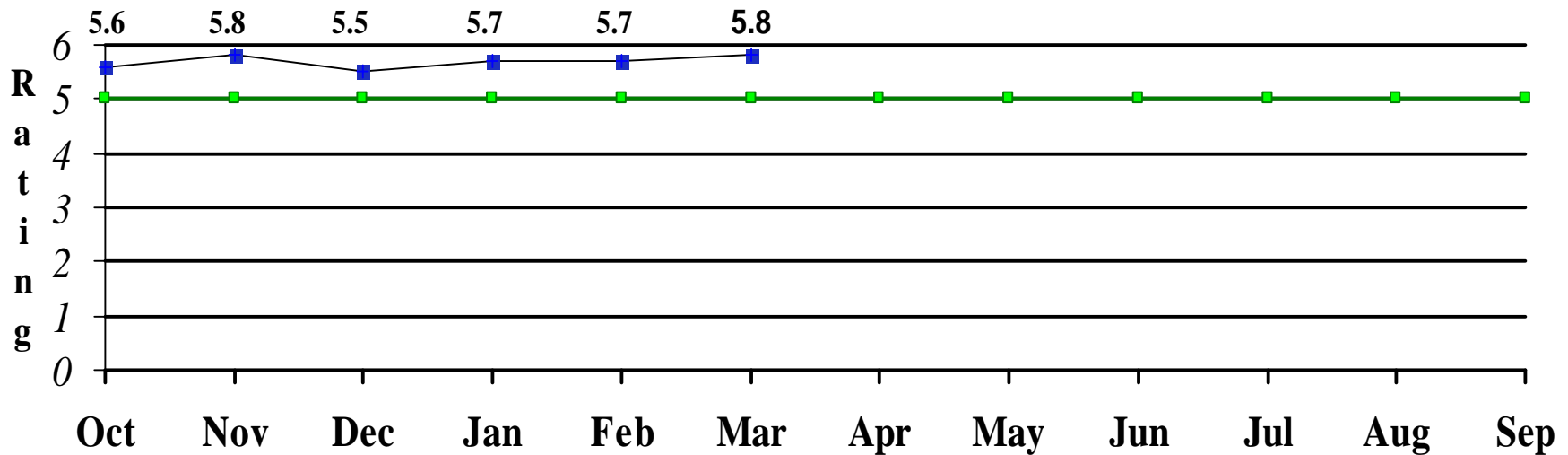- DCMDW should meet the FY98 end of year target/monthly goal

Right Reception
Task 1.4.2 Trailer Cards
Maintain Superior Overall Customer Satisfaction District Wide

Status: Green   **FY 98 GOAL : 5.0**

Right Item	5.80
Right Time	5.81
Right Price	5.80
Right Advice	5.83

Right Reception Service Standards

Presented by Tom Brooks

June, 1998

Right Reception
Task 1.4.3 Service Standards
Maintain a minimum level of 98% rate of communication responsiveness

STATUS: Green   FY98 GOAL :98%

- Current Status: Green 99%
- 10 phone calls per month
- No anticipated problems
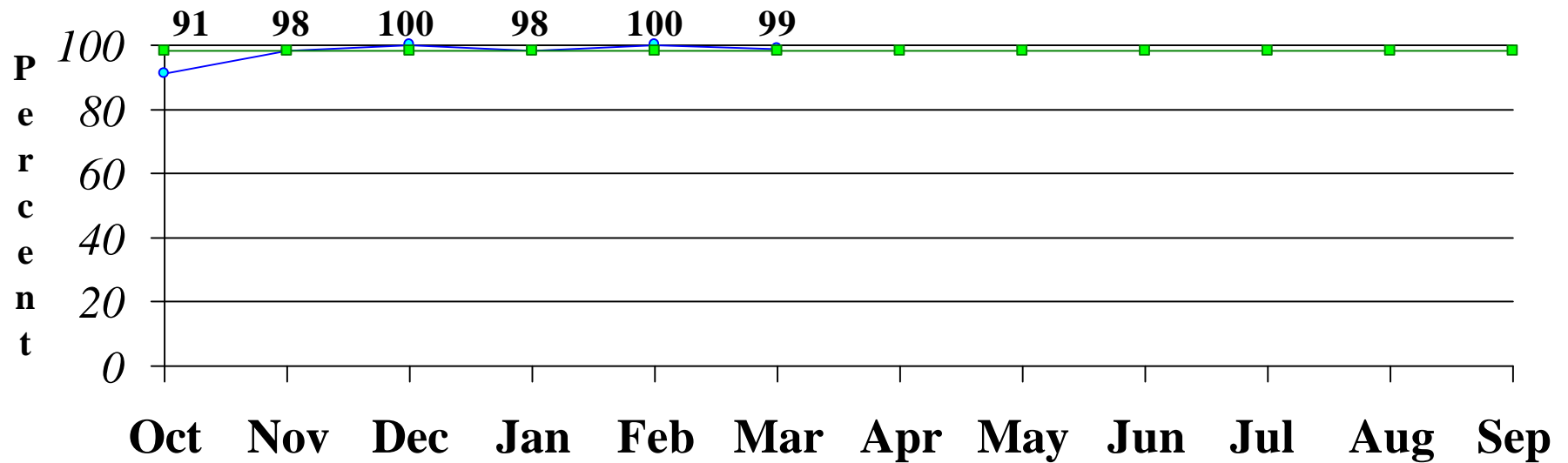- DCMDW should meet the FY98 goal

Right Reception
Task 1.4.3 Service Standards
Maintain a minimum level of 98% rate of communication responsiveness

Status: **Green**   **FY 98 GOAL :** **98%**

Number of yes opportunities met	**64**
Number of yes opportunities	**65**
	99%

Right Reception

Task 1.4.4 - Support to the Acquisition of both Spare/Repair Parts and the Contracting out of Logistics Services

Presented by Capt. S. Vesper

June, 1998

Right Reception

Task 1.4.4 - Support to the Acquisition of both Spare/Repair Parts and the Contracting out of Logistics Services

STATUS: Green   **FY98 Goal: N/A**

- Expands PI/PSTs to DLA and Service ICPs
- One pilot project underway to provide PI/PST support to DSCC
  – Support for HMMWV spares program
  – Prime CAO is DCMC Indianapolis
  – In March, DCMC Dallas organized a Support Program Integrator (SPI)/PST for HMMWV
- Potential for additional support from West District later this year
  – Pilot projects with ARMY ICPs in work at HQ level

Right Reception
Task 1.4.5 - Populate Program Integration Portion of AMS Database

Presented by Capt. S. Vesper

June 1998

Right Reception
Task 1.4.5 - Populate Program Integration Portion of AMS Database

STATUS: Green   **FY 98 GOAL:** Complete by 31 Dec 97

- ## Task completed 25 Mar 98--Issues resolved
  - CAOs identified need for additional 90 programs in AMS (260 total ACAT/DoD programs)
    - Data populated for all programs
  - District review found 72 discrepancies in PI portion of database
    - All discrepancies corrected
- ## On-going maintenance effort to keep data current!

Right Reception Industrial Analysis Support Timeliness

Process Champion Richard Perras

Presented By Herb Cowart

June 1998

DCMDW

Right Reception
Task 1.4.6 - Complete & Maintain IAS
Provide assessments and products on time. Update assessments quarterly.

STATUS: Green   FY98 GOAL : TBD

- FY 98 Baseline assessments released to CAOs in March

- Anticipate DCMDW will continue to provide assessment and products as required.

Right Price
ROA on Property from
Plant Clearance

Presented By Marjorie Salazar

June, 1998

Right Price
Task 2.1.2 - ROA on Property from Plant Clearance
GOAL - 10% Increase Over Average ROA of 25.8% in FY 97

STATUS: Green   FY98 GOAL : 28%

- ROA not increasing enough to meet goal by the end of FY98, currently $60M short

- Metric will become yellow in July and may be red by the end of FY98

  – Large amount of property that required demil which sold for scrap value only

  – MRM #5 not helping - getting a lot of old property with little or no ROA potential
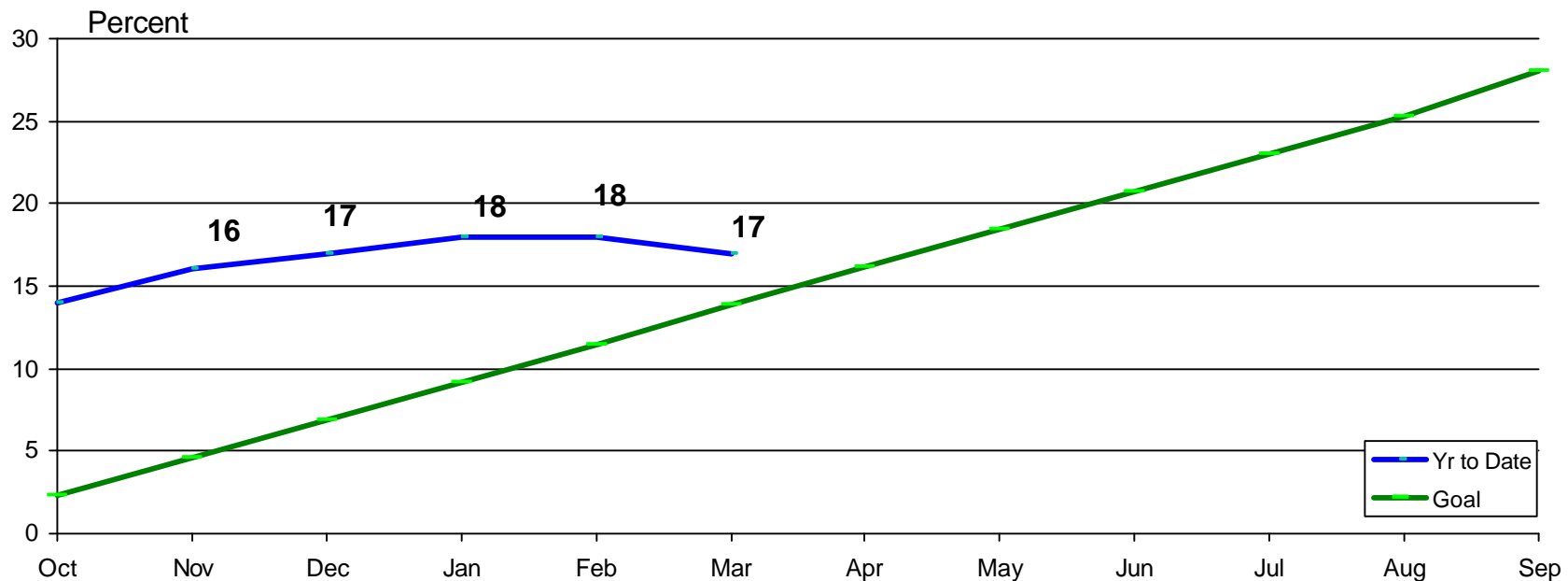
Right Price
Task 2.1.2 - ROA on Property from Plant Clearance
GOAL - 10% Increase Over Average ROA of 25.8% in FY 97

Status: Green   **FY98 Goal**: 28%

- March - $11.5M / $88.4M = 13% ROA
- Year to Date - $95.4M / $550.9M = 17% ROA

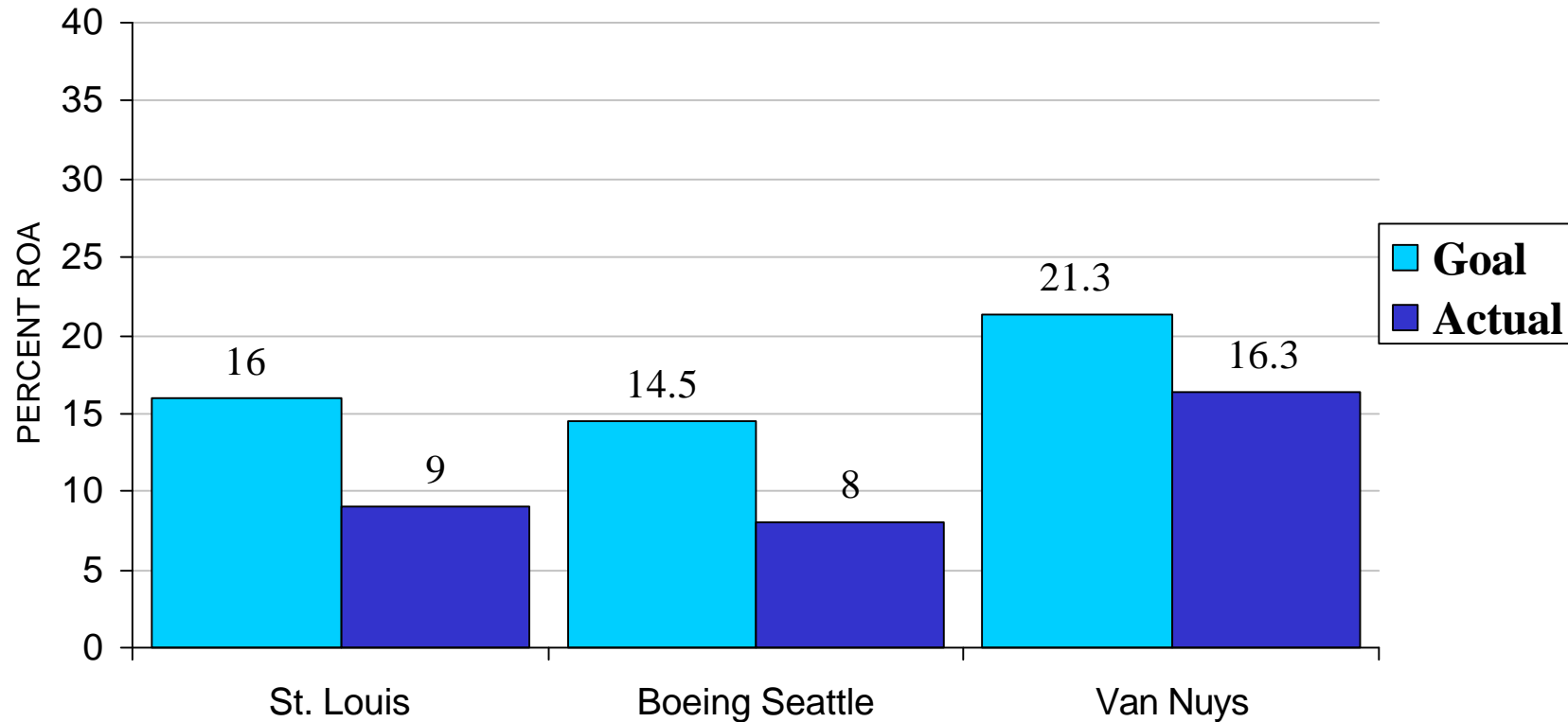# Right Price

Task 2.1.2 - ROA on Property from Plant Clearance

GOAL - 10% Increase Over Average ROA of 25.8% in FY 97

Status: Green   FY98 Goal: 28%

Goal vs Actual ROA

Right Price
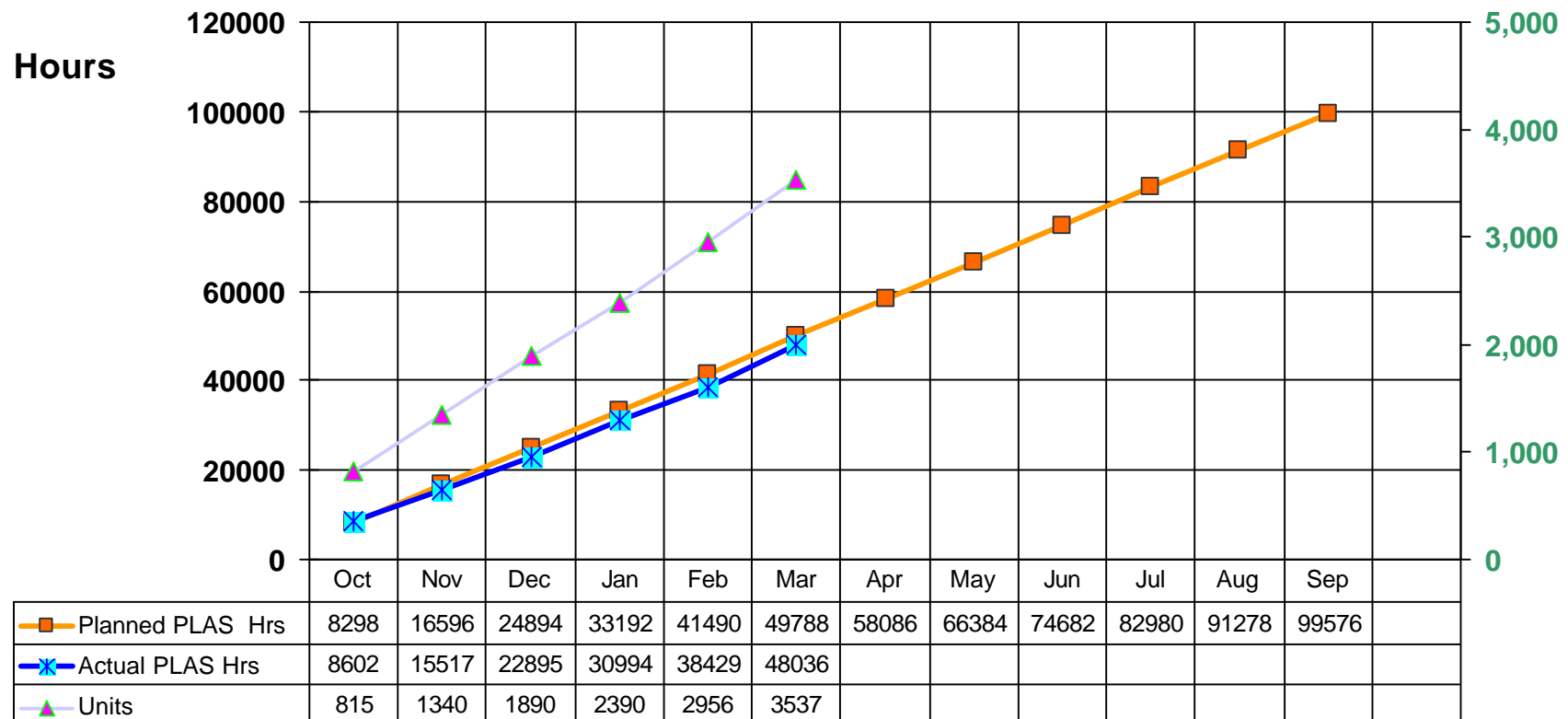## Task 2.1.2 - ROA on Property from Plant Clearance

---

- DCMC St. Louis -
  - Large amount of special tooling at Boeing, no reutilization and low proceeds (scrap value only)
- DCMC Boeing Seattle -
  - Had unusually high ROA in FY96 and FY97, back to normal this year
- DCMC Van Nuys -
  - Backlog of cases to be opened, should be corrected by Sep 98

DCMDW   # PLAS Hours & Unit Comparison

PLAS Code: 105, Plant Clearance
One Book Process Output: Closed Plant Clearance Cases

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	8298	16596	24894	33192	41490	49788	58086	66384	74682	82980	91278	99576
Actual PLAS Hrs	8602	15517	22895	30994	38429	48036						
Units	815	1340	1890	2390	2956	3537						

YTD Average Unit Cost: 363.1
DISCUSSION: All plant clearance activity is captured under PLAS Code 105

Right Price
Task 2.1.2 - ROA on Property from Plant Clearance

Bottom Line

- While this metric is currently rated green, it will probably become yellow in July and could be red by the end of FY98

RIGHT PRICE
UCA Definitization

Presented by Larry Andrews

June, 1998

Right Price
Task 2.1.4 - UCA Definitization

On-Hand> 180 Days/# UCAs On-Hand

STATUS: Red   FY98 GOAL : **10% Overage**

- Currently 23% overage
- FY98 Progress to date
  - Overage down from 292 to 261
  - On-hand down from 1,419 to 1,094
- Funding problems at Northrop-Grumman (H) & late proposal issues at Boeing Seattle
  - Issues may not be resolved in time to meet the goal by the end of FY98
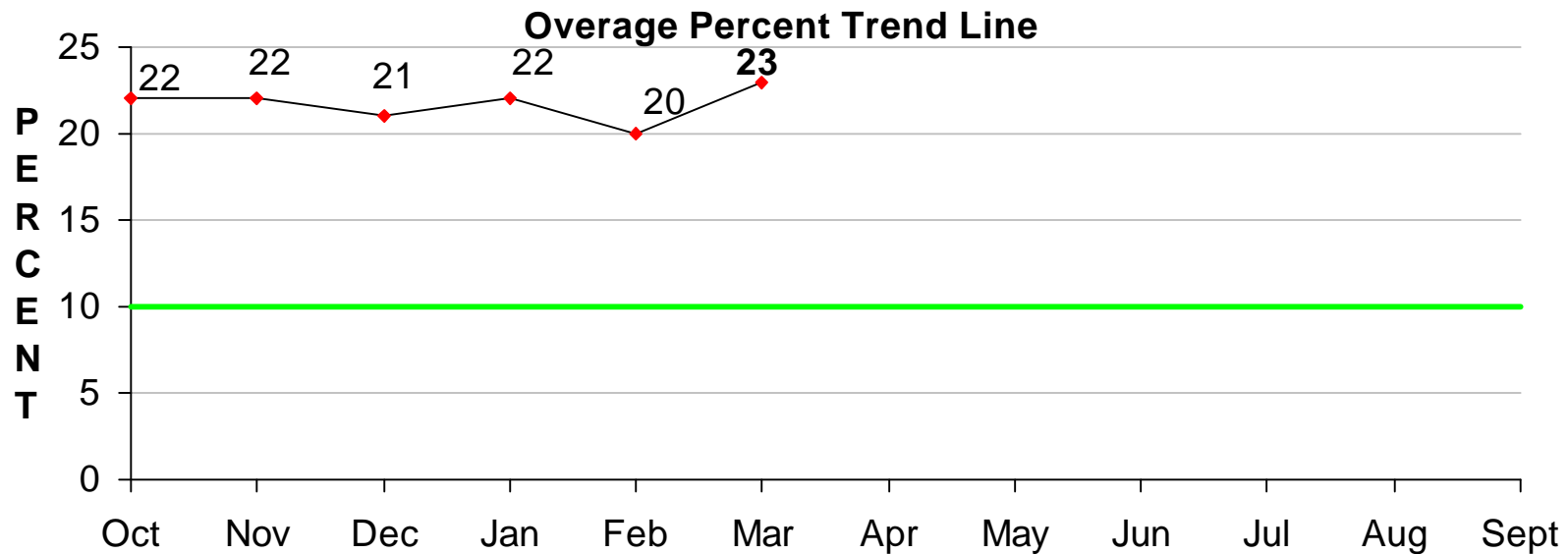- Process champion forecast 18% by fiscal year end

Right Price
Task 2.1.4 - UCA Definitization
UCAs On-Hand> 180 Days/# UCAs On-Hand

STATUS: Red   FY98 GOAL : 10% Overage

Overage Percent Trend Line

- Overage percent for Mar is 23%
- Overage UCAs increased from 219 in Feb to 261 in Mar
- On-Hand UCAs Increased from 1070 in Feb to 1094 in Mar

Right Price
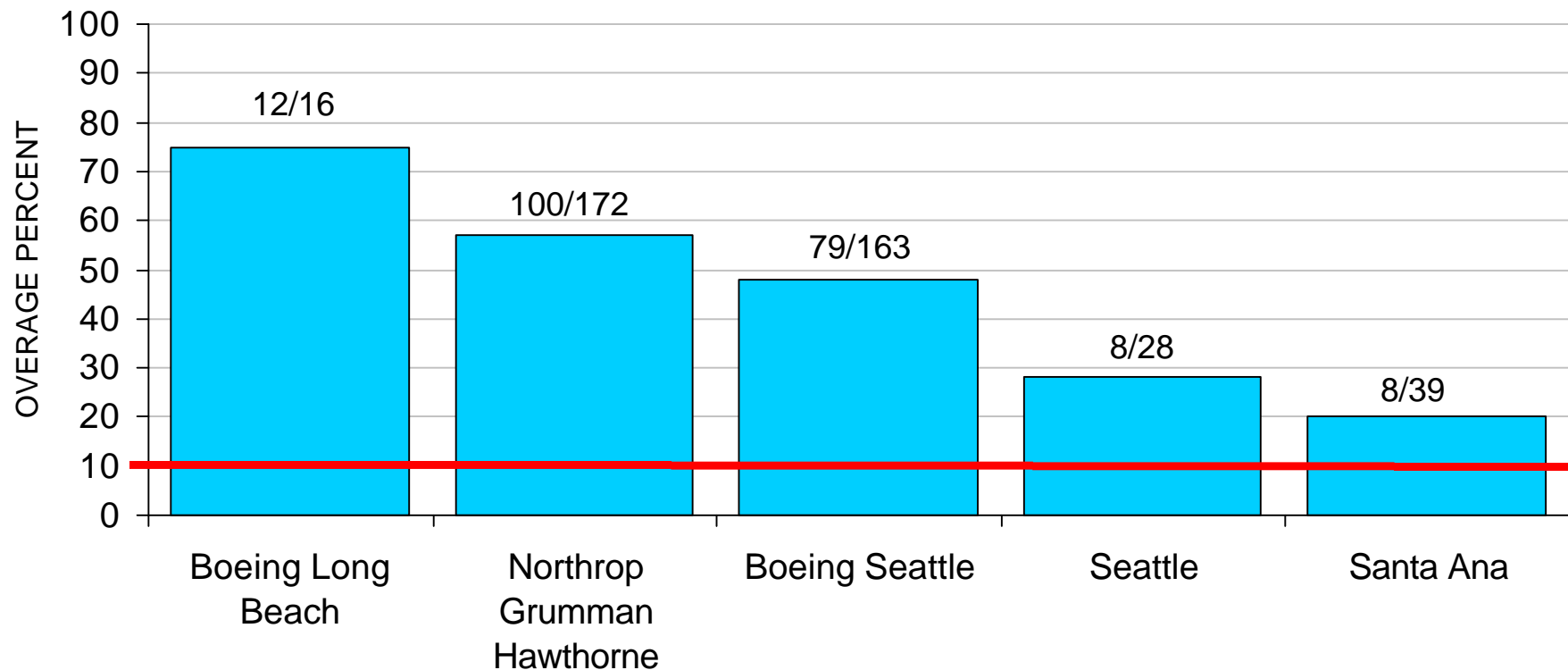## Task 2.1.4 - UCA Definitization
Pacing CAOs With Overage UCAs

STATUS: Red   FY98 GOAL : 10% Overage
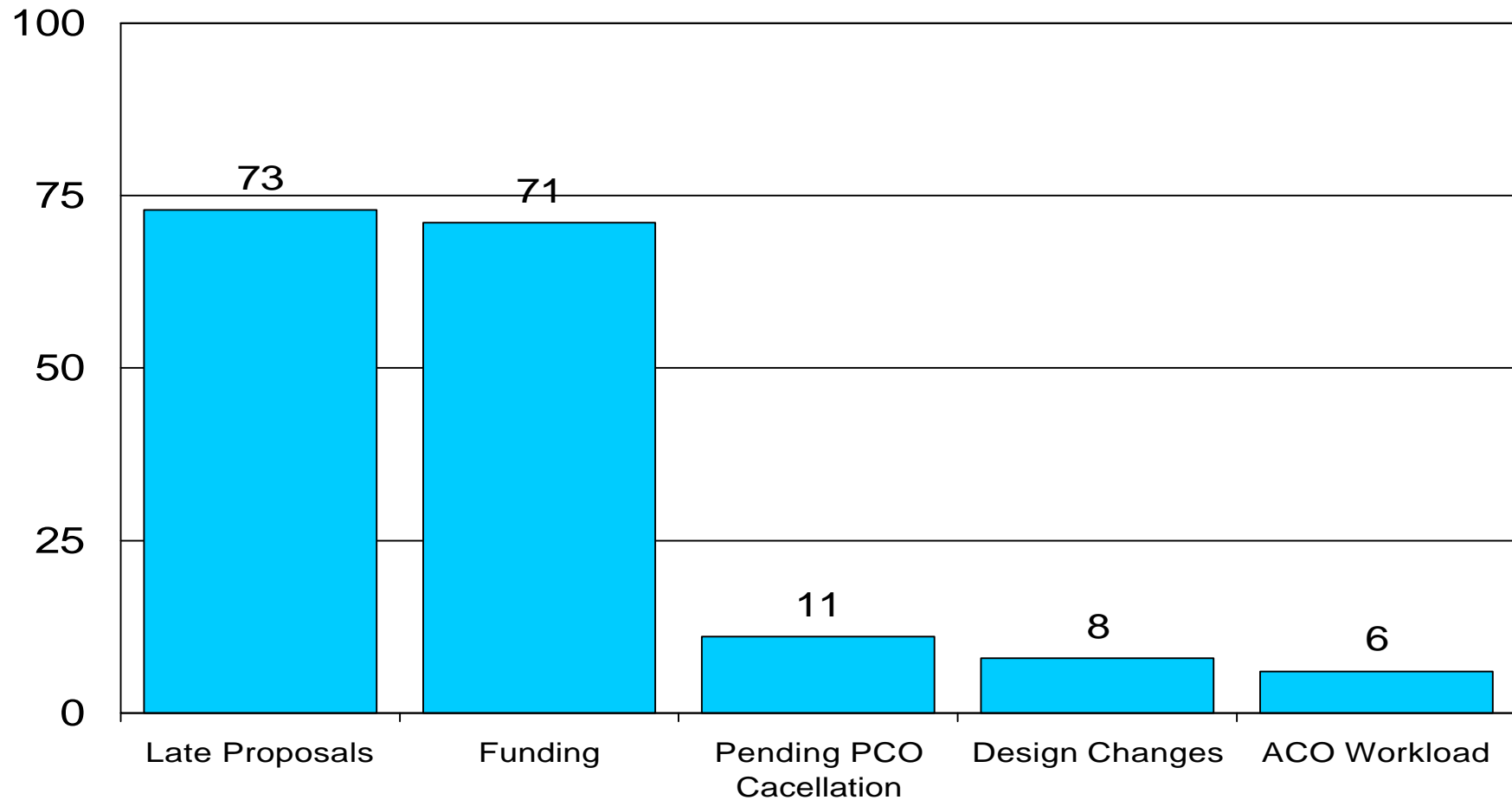

UCAs Overage / # UCAs On-Hand

Right Price
Task 2.1.4 - UCA Definitization

ROOT CAUSE ANALYSIS

Right Price
Task 2.1.4 - UCA Definitization

- BOEING, SEATTLE
  - Majority of UCAs are initial spares provisioning
    - Contracts allow up to 130 days for proposal; 250 days for definitization
    - CAO measuring delinquency based on 180 days
  - Late Proposals   (63)
    - Due to late/inadequate/non submittal of proposals from subcontractors/vendors   (35)
      - Sixteen (16) of these proposals are in review by the government or in negotiation
    - Update required due to statements of work change/configuration changes   (9)
    - Need additional data in order to support a complete proposal   (7)
    - Late receipt of interdivisional support proposals   (6)
    - Diminished Manufacturing Sources (DMS)   (6)
  - Negotiated (16)
    - Waiting for signed SF30, confirmation letters and/or additional funds

Right Price
Task 2.1.4 - UCA Definitization

- REMAINING PACING CAOs
  - Funding
    - Northrop Grumman (H) (67 negotiated Overage affected)
    - DCMC Seattle (2)
  - Late Receipt of Proposals
    - DCMC Santa Ana (6)
      - Due to vendor parts that are no longer in production and having to qualify new vendors
    - Boeing Long Beach (4)
  - PCO Cancellation Pending
    - Northrop Grumman (H) (11)
  - Design Changes
    - Boeing Long Beach (8)
  - ACO workload
    - Northrop Grumman (H) (6)

PLAS Hours & Unit Comparison

PLAS Code: *045, Price Negotiations*

One Book Process Output: *Number of Negotiation Actions completed during the month*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	4088	8176	12264	16352	20440	24528	28616	32704	36792	40880	44968	49056
Actual PLAS Hrs	3690	6275	9423	12414	15371	18961						
Units	241	500	669	819	988	1175						
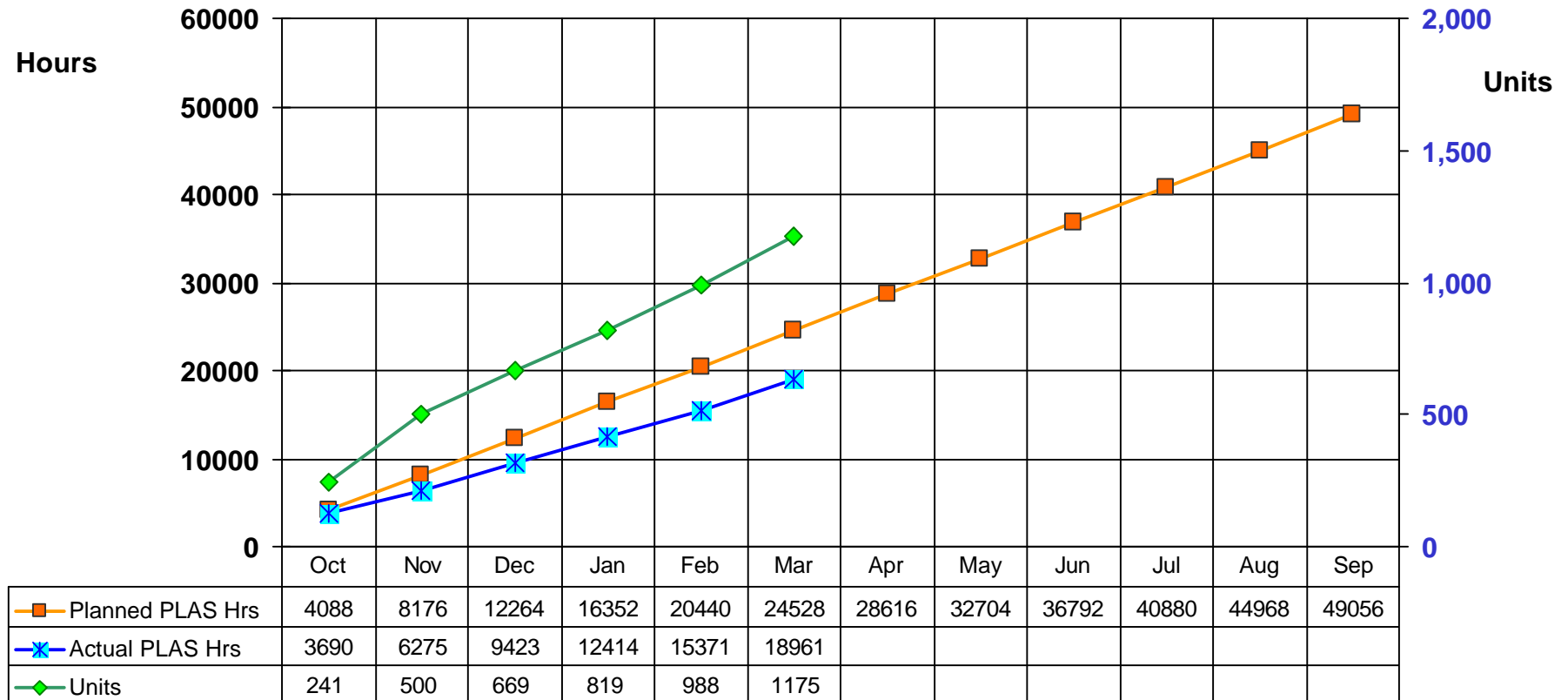
YTD Average Unit Cost: *$451*

DISCUSSION: At the end of the 2nd quarter, we are under burning approximately 5,567 hours. Other negotiations (e.g. delivery extensions) are also charged to PLAS Code 045.   Therefore, we are unable to determine an exact unit price.

DCMDW

Right Price
Task 2.1.4 - UCA Definitization

- ## Bottom Line:
  - Overage UCAs increased in March
    - Funding for Northrop-Grumman (H) is still a problem, 67 overage UCAs affected
    - HQ AFMC/PK memorandum dated May 14, 1998
      - HQ AFMC/FM will review the Upward Obligation Adjustment (UOA) process to streamline the goal of 150 days to secure additional funding
    - Late proposal issues have impacted Boeing Seattle UCAs
  - District Team is preparing for a staff assistance visits
    - DCMC Boeing Seattle
    - Raytheon-Hughes LA
    - DCMC San Diego
    - DCMC Santa Ana
    - DCMC Van Nuys
  - AMS
    - CAOs that have UCAs on hand are populating the UCA module

Right Price

Percent of Contractor Segments Covered by FPRAs/FPRRs

Presented By Gerald Choy

June, 1998

Right Price
Task 2.1.5
No. of Segments with FPRA/Total No. of Segments

STATUS: Yellow   **FY98 GOAL :** 96%-100% FPRA/R Coverage

- Current Status: Yellow 92%
- Number of FPRA/Rs increased since January, but percent FPRA/R coverage remains constant due to addition of beneficial segments
- No problems anticipated
- DCMDW on track to meet the FY98 monthly goal.

Right Price
Task 2.1.5 - % of Contractor Segments with FPRAs/FPRRs
No. of Segments with FPRA/Total No. of Segments

Status: Yellow   FY 98 Goal : 96%-100% FPRA+FPRR Coverage

Chart showing FPRAs+FPRRs coverage from 7/97 to 3/98:
- 7/97: 91%
- 8/97: 90%
- 9/97: 93%
- 10/97: 95%
- 11/97: 95%
- 12/97: 93%
- 1/98: 94%
- 2/98: 92%
- 3/98: 92%

Legend:
- FPRAs+FPRRs
- Goal
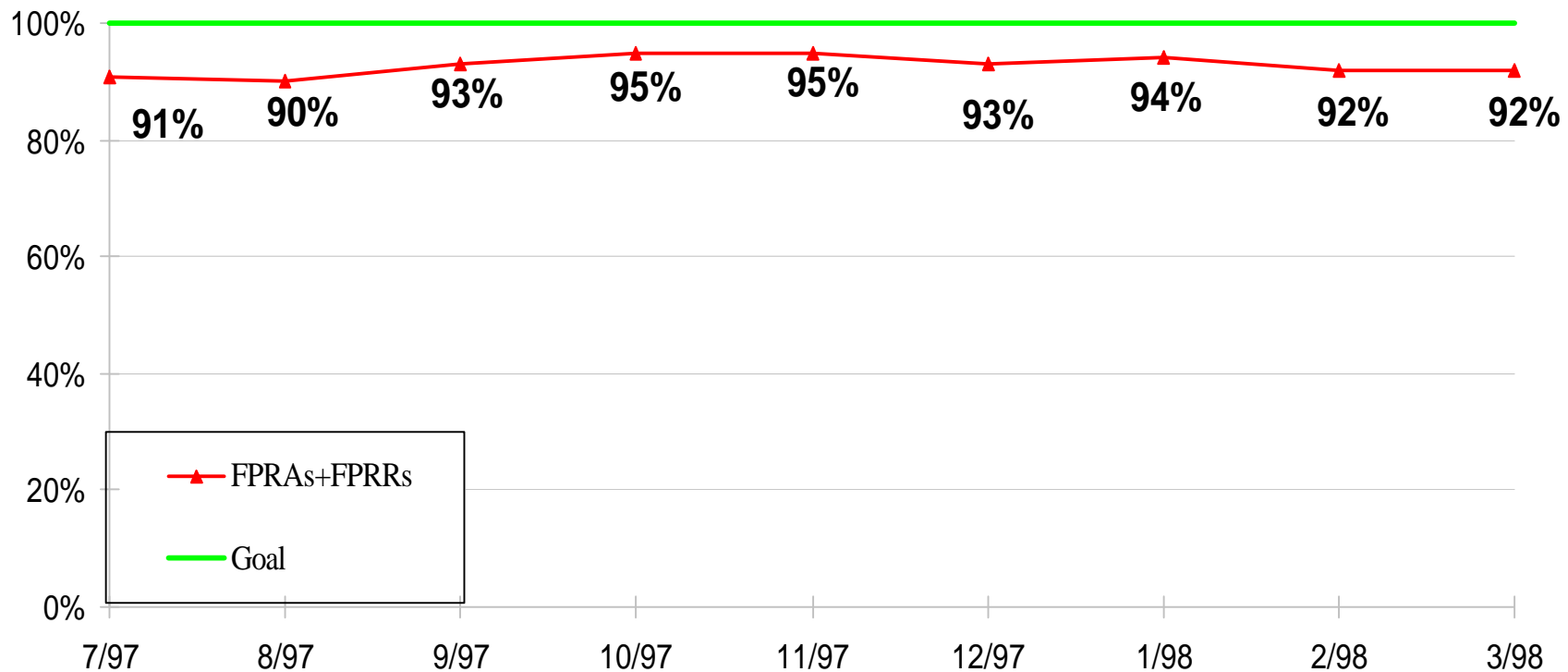
Beneficial Segments increased from 114 to 116 at DCMDW
- 86 FPRAs
- 22 FPRRs

FPRA/FPRR Coverage
Pacing CAOs
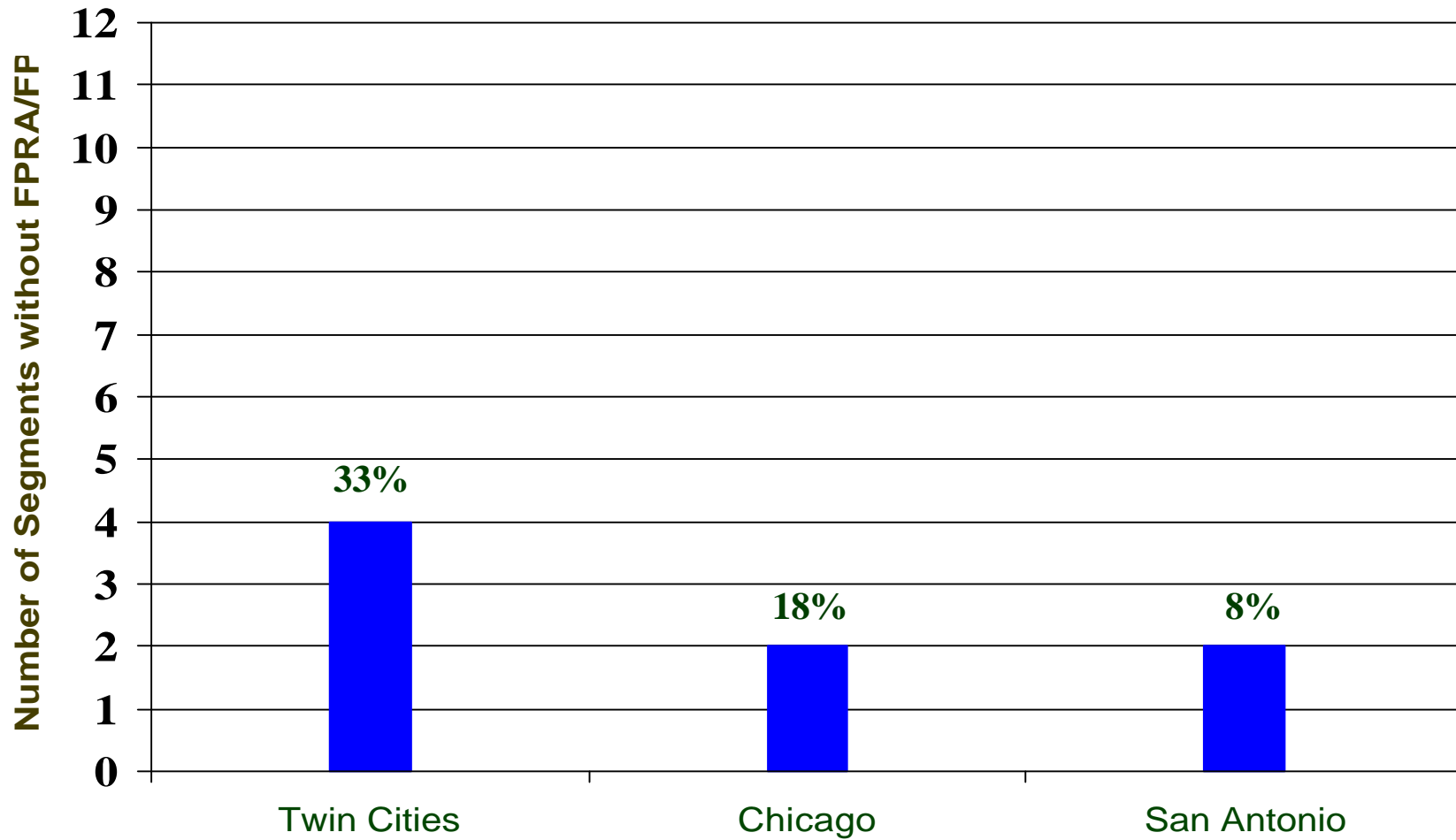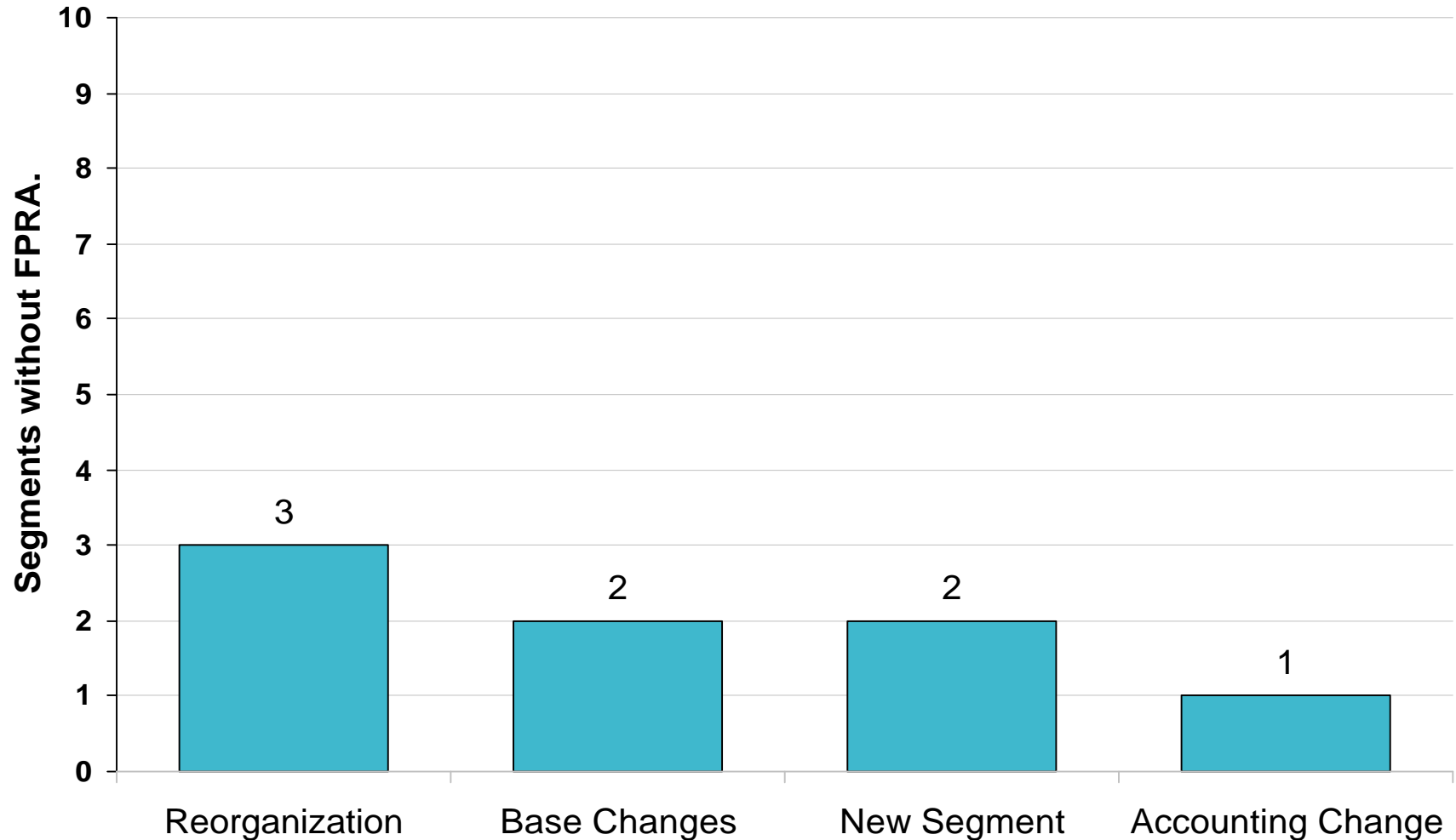
PLAS Hours & Unit Comparison

PLAS Code: *043, Forward Pricing Rate Agreements*
One Book Process Output: *Number of FPRAs and/or FPRRs completed each month*
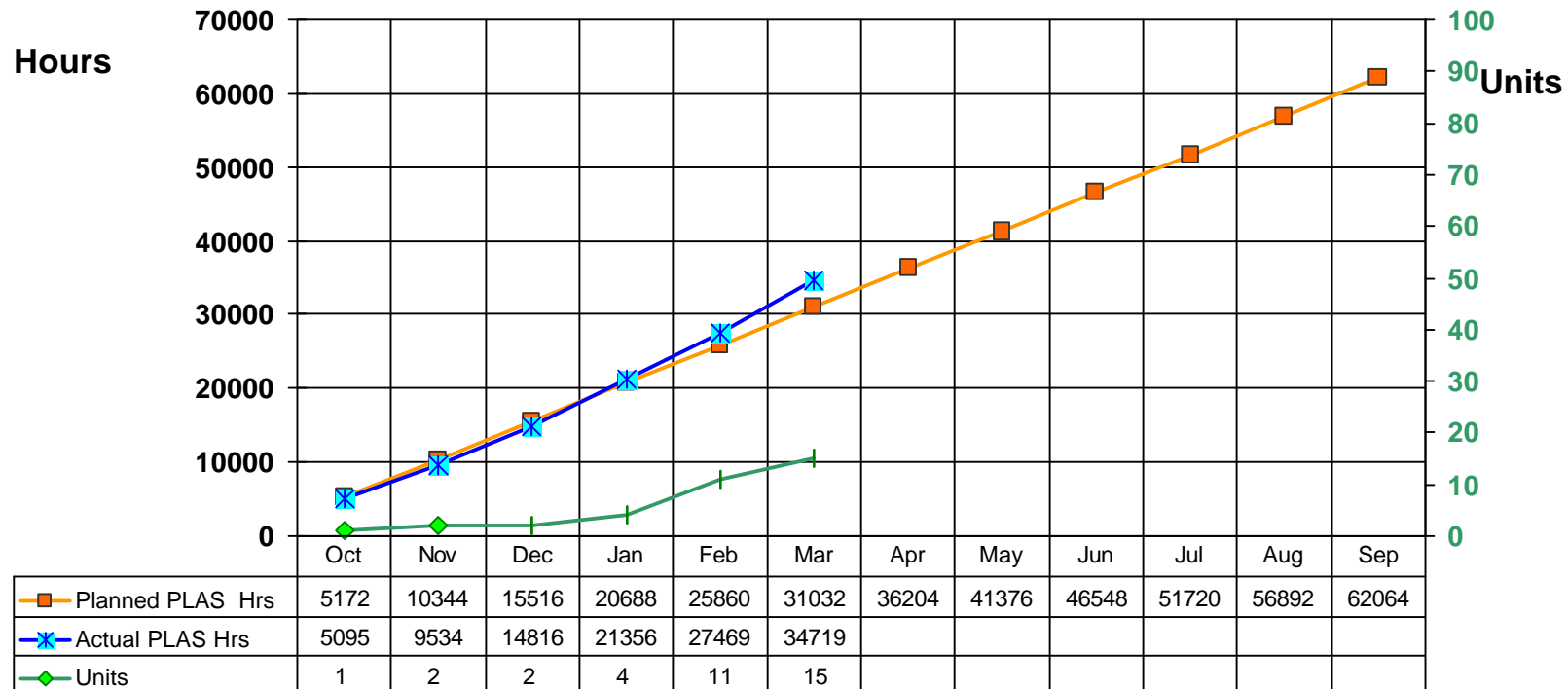

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	5172	10344	15516	20688	25860	31032	36204	41376	46548	51720	56892	62064
Actual PLAS Hrs	5095	9534	14816	21356	27469	34719						
Units	1	2	2	4	11	15						

YTD Average Unit Cost: *$64,808*

<u>DISCUSSION</u>: Cumulative actual hours remain fairly close to planned hours, slightly overburning projections.

There is no relationship between Actual Hours and Unit Count. The hours expended are necessary not only to establish FPRAs and FPRRs, but also to monitor and analyze the rates to ensure their continuing validity.

The process champion and the DCMC process owner have talked about the validity of the current unit count, and are trying to develop a more meaningful measure.

Right Price

Percent of Contractor Segments Covered by FPRAs

No. of Contractor Segments with FPRA/Total No. of Contractor Segments

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BOTTOM LINE:

- On-track to reach goal

- March data summary:
    - 116 beneficial segments at 30 CAOs
        - 86 FPRAs = 73%
        - 22 FPRRs = 19%
            - Combined FPRA/FPRR coverage = 92%
        - 8 segments w/o FPRA/Rs (8%)

Right Price
Open Overhead Negotiations

Presented By Mike Yancy

June, 1998

Right Price
Task 2.1.6 - Number of Open Overhead Negotiations
On-Hand> 2 years old

STATUS: Red   FY98 GOAL : Backlog within 2 Year Cycle

- Total Open Down from 768 to 715
  - Includes addition of 172 new years for 1997.
  - 225 Total closings since October 1, 1997.

- DCMDW expects about 479 years open by Sep. 30 instead of 350.

- About 129 years are delayed due to issues outside the ACOs' immediate control.
  - Litigation
  - Corporate Allocations
  - Environmental Issues
  - Investigations (DOJ/DCIS)

Right Price
Task 2.1.6: Number of Open Overhead Negotiations

- Closed 17 years in Month of March 1998
- Over 2 Years = 372 Under 2 Years = 343
- AMS data access problems remain

Right Price
Task 2.1.6: Number of Open Overhead Negotiations

Process Status

	Awaiting Proposal	In Audit	In Negotiations	Pending ACO Agreement
Value	170	200	224	129
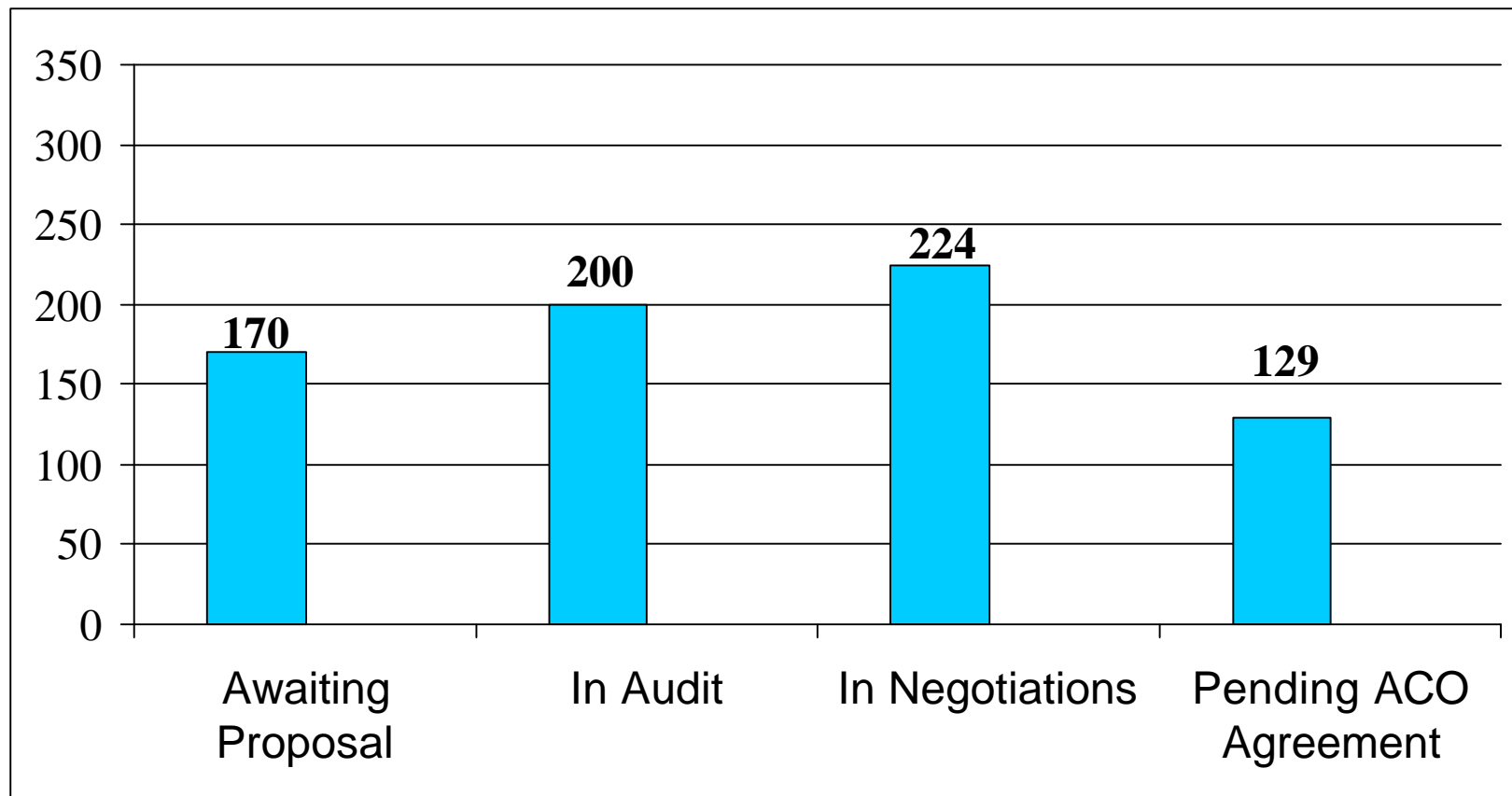
Data is displayed in order from the beginning to the end of the process.

Right Price
Task 2.1.6: Number of Open Overhead Negotiations

ROOT CAUSE ANALYSIS
"Awaiting ACO Signed Agreement"
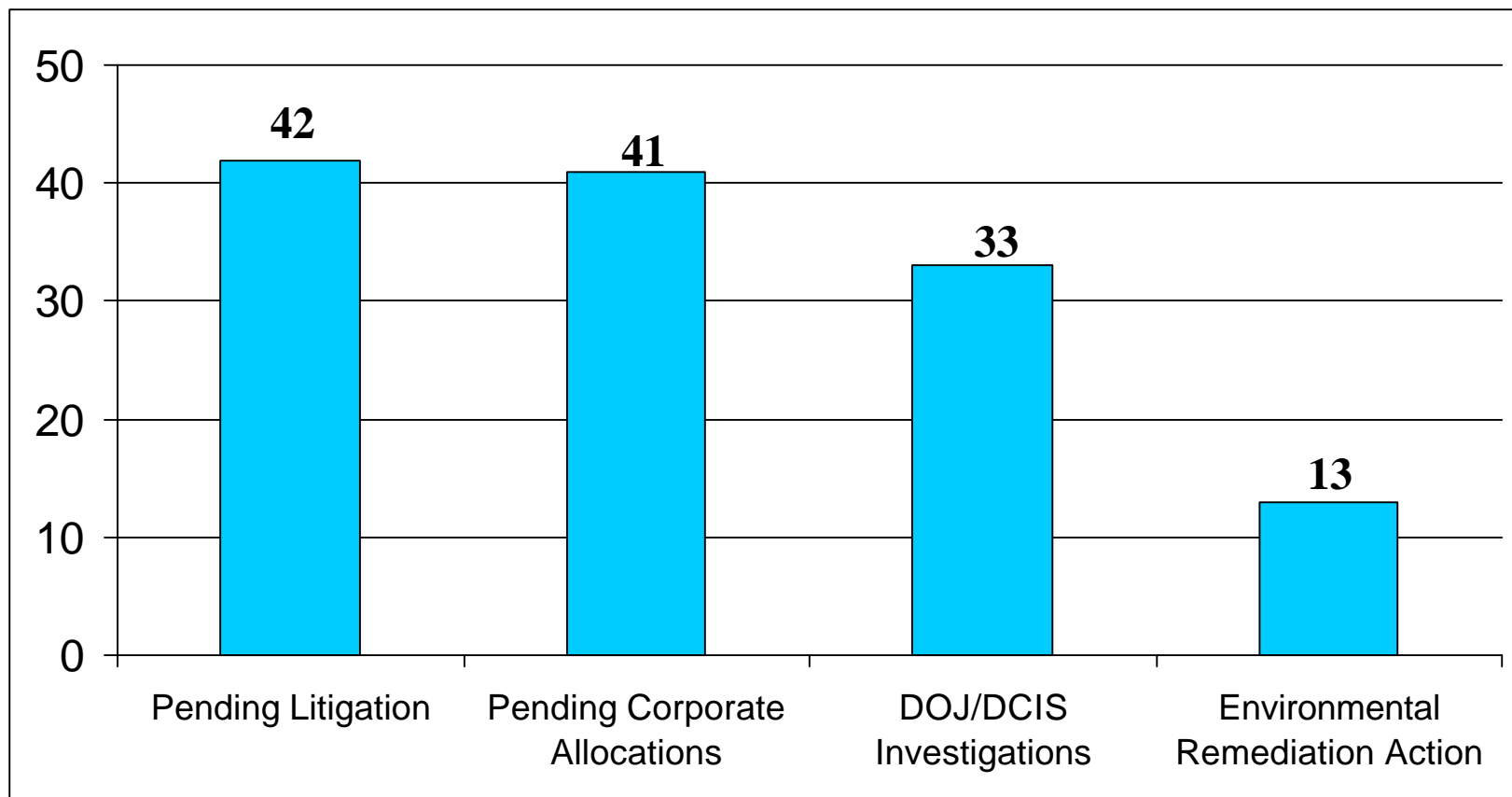
PLAS Hours & Unit Comparison

PLAS Code: *044, Establishment of Final Overhead Rates*
One Book Process Output: *Number of Overhead Rate Settlements Completed during the month*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	6557	13114	19671	26228	32785	39342	45899	52456	59013	65570	72127	78684
Actual PLAS Hrs	7795	13722	19519	25344	31327	38095						
Units Cum	35	63	125	145	228	245						
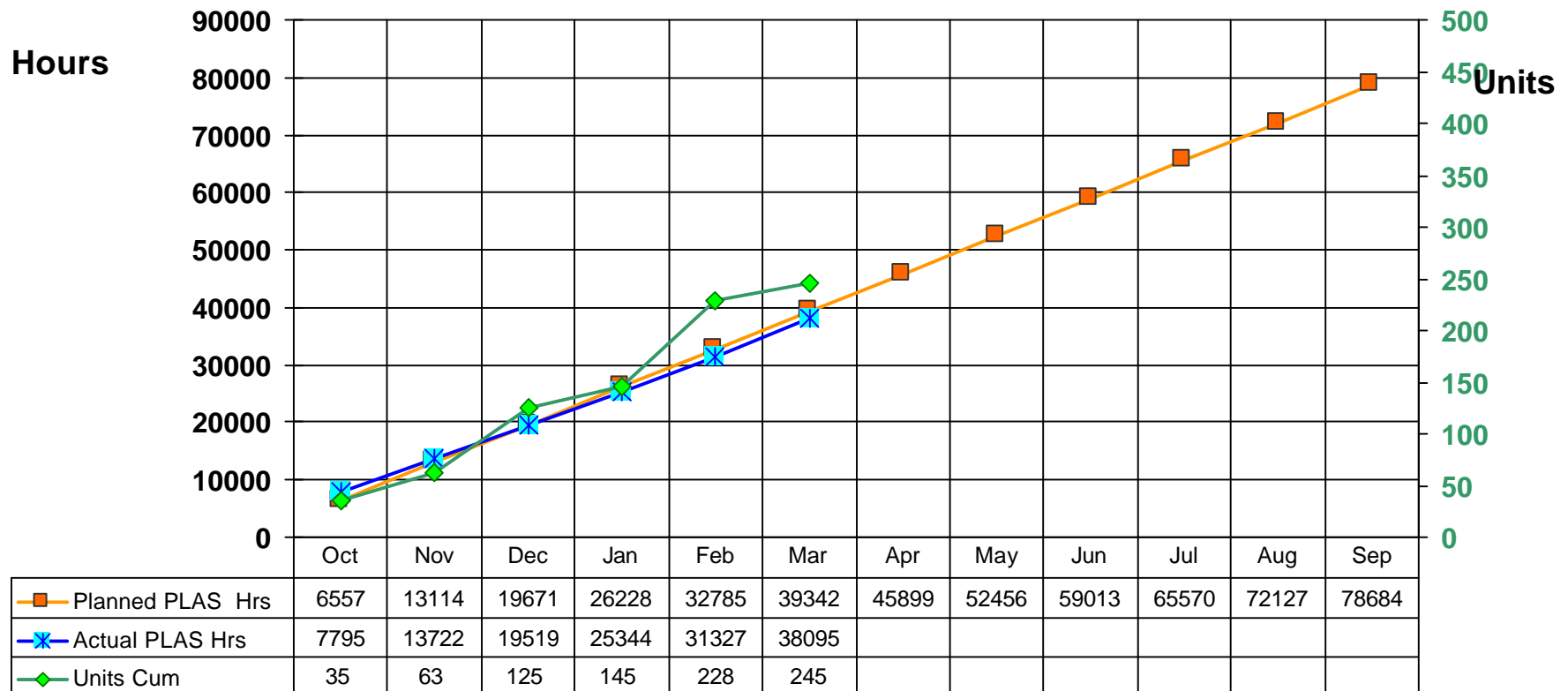
YTD Average Unit Cost: *$4,354*
DISCUSSION: *PLAS Code 044 contains activities associated with Overhead Rate Settlements. Cumulative actual hours are within 5% of planned hours.The unit cost is benefiting from numerous overhead settlements in FY98.*

Right Price
Number of Open Overhead Negotiations

- Comments
  - DCMC Area of Management focus throughout FY98 - continuing to reduce the backlog.
  - DCMC Tasking 98-161 focusing on late claims from contractor.
    - › Spreadsheet sent to CAOs in April
    - › Joint action plan to be addressed at June Ops. Conference now scheduled for 6/15/98.
  - Automated Metrics System (AMS) data input continues.
    - -- Excess of 2,700 Records loaded as of April 3, 1998.
    - -- 28 of 30 CAOs reconciled to last semiannual 1558 report.
    - -- Overhead Center beginning to use AMS data as basis for HQ MMR briefings.
  - AMS/Impromptu problems remain.
    - -- Current Impromptu version not merging CAGE Code catalogs.
  - Overhead Center and District Process Champion to continue selected site visits
    - › DCMC Van Nuys - April 28-29
    - › DCMC Boeing Canoga Park - May 4 (Process Champion only)
    - › Future visits - DCMC San Francisco and Denver - July/August 1998

- Bottom Line:
  - Closure progress continues.
  - AMS data entry and reconciliation continues manually.

Right Price
Loss, Damage, or Destruction of Government Property

Presented By Sandra Dantzler

June, 1998

Right Advice
Task 2.1.8 - Loss, Damage, or Destruction of GP
Reduce amount of LDD by 15% compared to 97 LDD total

STATUS: Green   FY98 GOAL : < $11 Million

- Currently we are rated green with $2 Million LDD YTD

- There is a potential problem
  - Boeing St Louis -LDD backlog and focus on MRM #5
    - Monitoring DCMC St Louis for adverse trends

- Current trend indicates we will make the year end goal.

Right Price

Task 2.1.8 Loss, Damage, or Destruction of GP

Reduce amount of LDD by 15 % compared to 97 LDD total

Status: Green   FY98 Goal: NTE $ 11 Million

- Goal
- Cumlative

$ Millions

15

10

5

0

0.068   0.438   0.561   0.684   1.2   2

Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
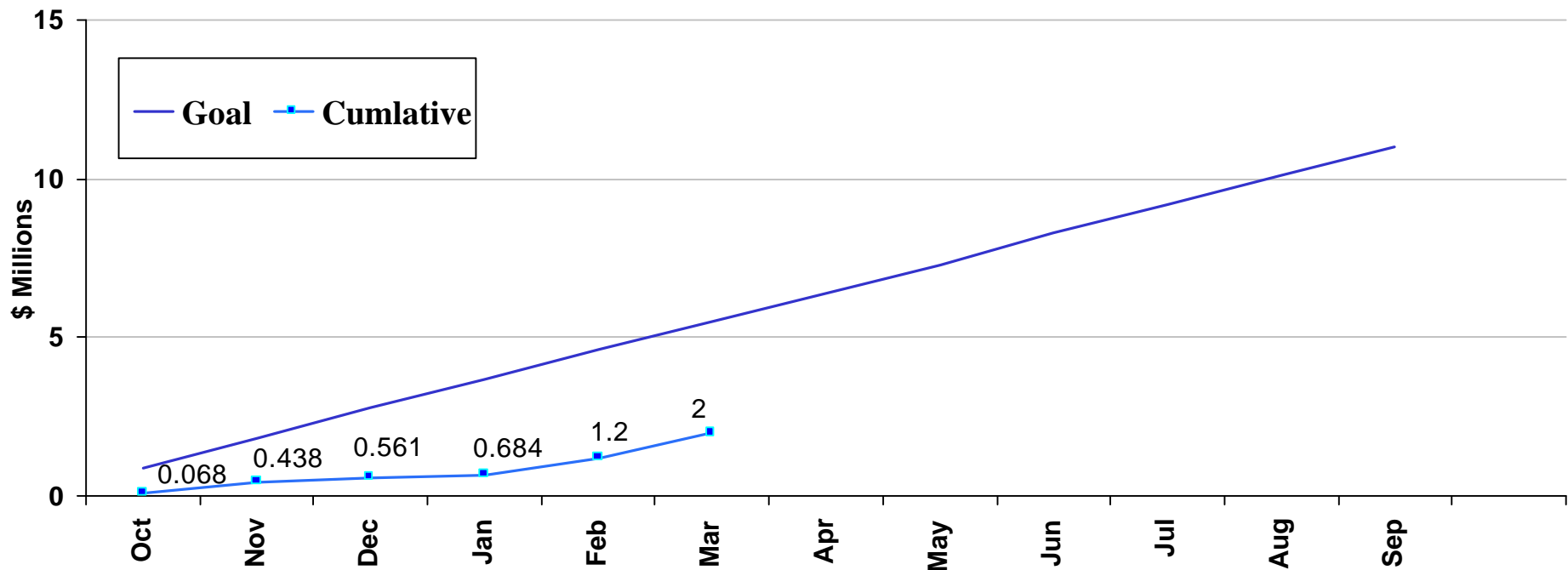
March 98 LDD: $ 819 K
YTD Cumulative LDD: $2 Million

(DCMDW)

Right Advice
Task 2.1.8 - Loss, Damage, or Destruction of GP
Reduce amount of LDD by 15% compared to 97 LDD total

STATUS: Green   FY98 GOAL : < $11 Million

Bottom Line

•We project making year end goal

PLAS Hours & Unit Comparison

PLAS Code: 104 Loss, Damage, or Destruction of Gov Property
One Book Process Output: Closed LDD Cases

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs- Cum	853	1706	2559	3412	4265	5118	5971	6824	7677	8530	9383	10238
Actual PLAS Hrs- Cum	807	1489	2099	3046	4139	5023						
Units												
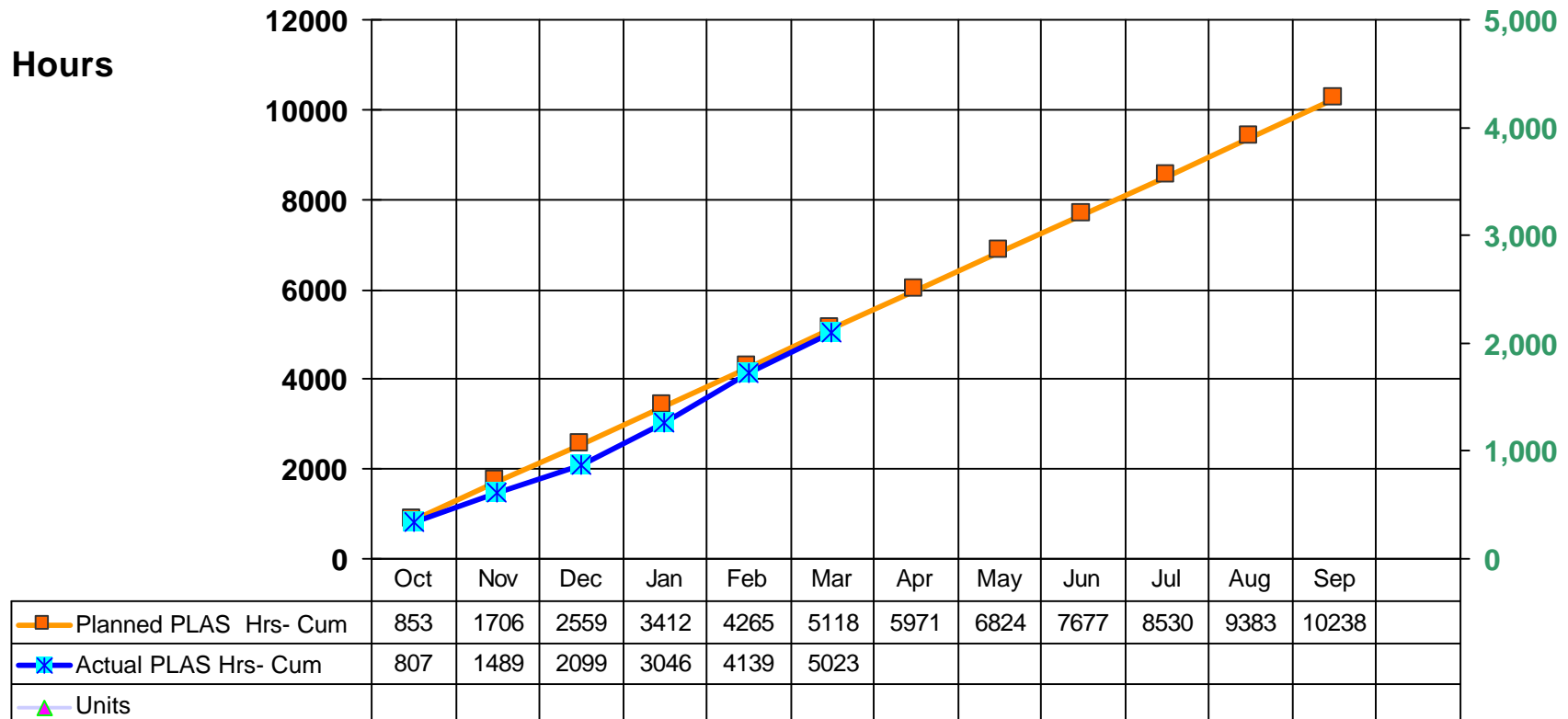
YTD Average Unit Cost: *N/A*

DISCUSSION: All Loss, Damage, or Destruction of GP activity is captured under PLAS Code 104. Unit count is currently being researched.

Right Price
Contract Closeout

Presented by Capt David Curry

June, 1998

Right Price
Task 2.1.9 Contract Closeout

STATUS: Green   FY 98 Goal: < 15% overage

- Currently at 13.3%; CAOs are on top of it

- No anticipated problems

- Will meet DCMDW goal for FY98

Right Price
Task 2.1.9 Contract Closeout

STATUS: Green   FY 98 Goal: < 15% overage

District Overage Percentages
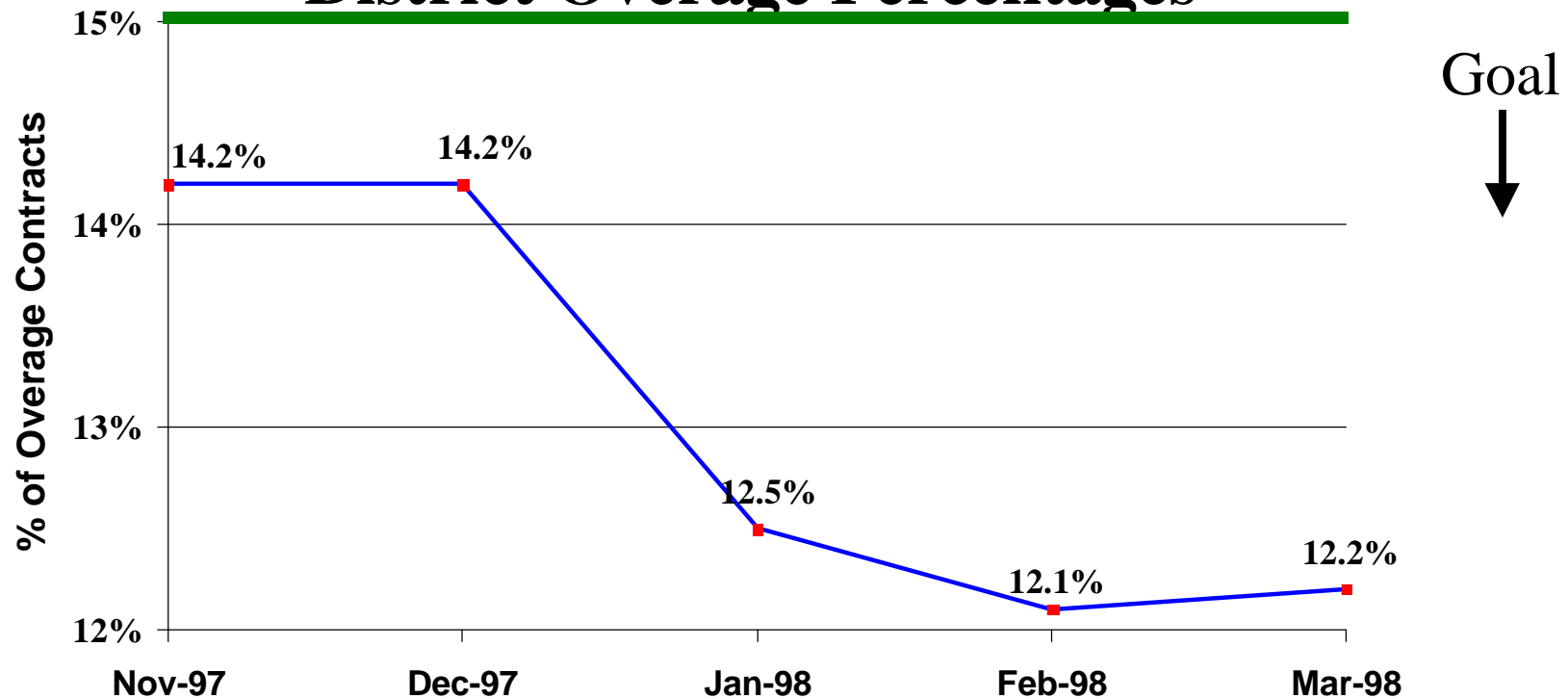
- Well under goal; small rise in April to 13.3%
- Expect to finish the FY under goal

DCMDW
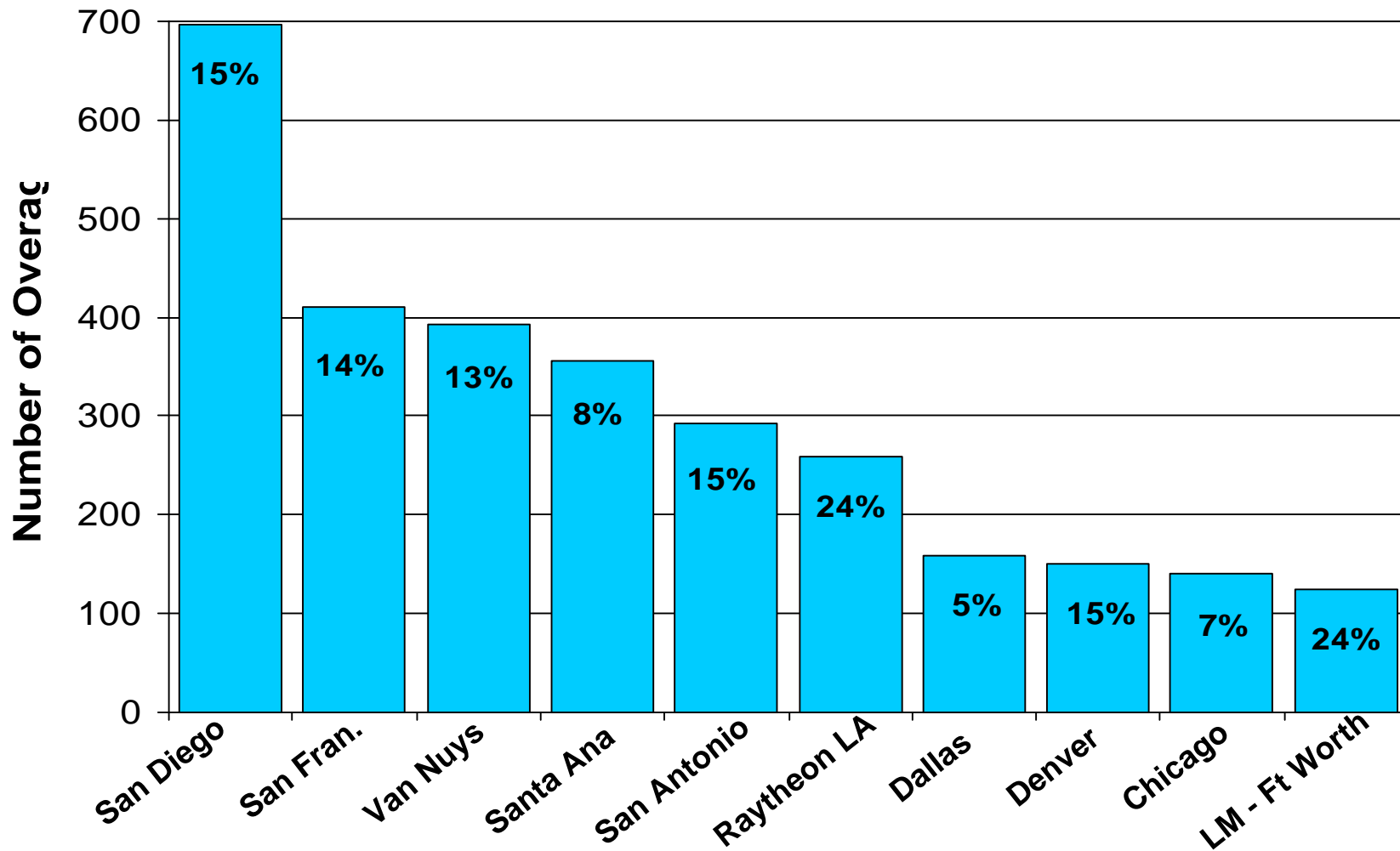
PLAS Hours & Unit Comparison

PLAS Code: *181, Contract Closeout*
One Book Process Output: *Number of contracts closed.*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	7532	15064	22596	30128	37660	45192	52724	60256	67788	75320	82852	90384
Actual PLAS Hrs	21899	40311	60240	82919	102237	125203						
Units	0	0	0	0	0	0						
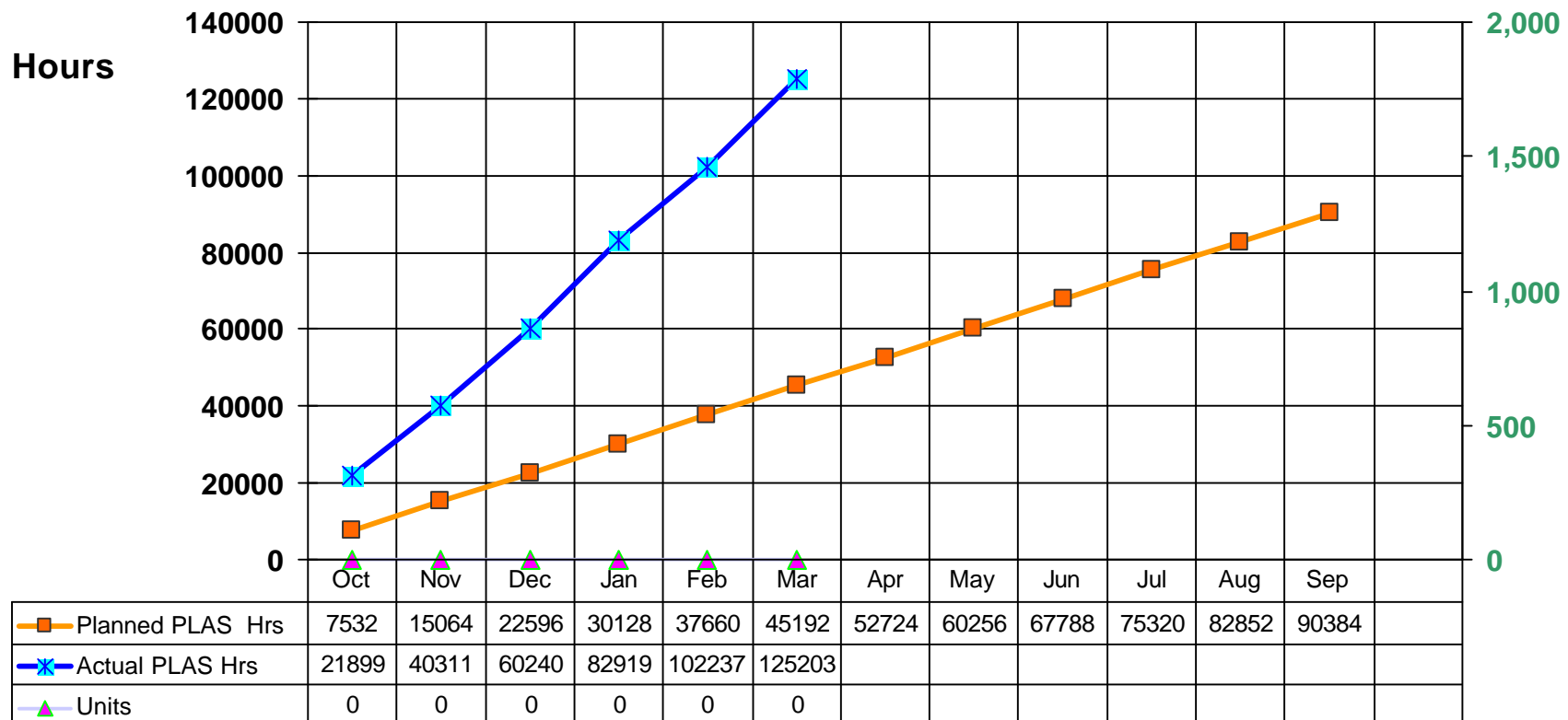
YTD Average Unit Cost: *N/A*
DISCUSSION: *Unit counts are number of contracts closed. Unit counts not available at this time due to AMS system upgrade. Will be briefed in future MMRs.*

Right Price
Task 2.1.9 Contract Closeout

Bottom Line

- **Well within command goal of < 15%**

- **Anticipate finishing the FY under goal**

- **Currently 277% over budget - trend predicted to continue in April**

Right Price
Canceling Funds

Presented by Capt David Curry

June, 1998

Right Price
Task 2.1.10 Canceling Funds

STATUS: Yellow   FY 98 Goal: Save 85% of Canceling Funds

- 35% of funds saved to date; $302M of $856M required
- CAOs project they will lose $196M at end of FY; Goal is $151M
- Champion feels there is no reason why we can not meet the goal; yet CAO data projects District as 8% over goal by end of FY
- Therefore, CAPs requested from 9 CAOs projecting they will miss their goals
- Sample Reasons: $291M in unliquidated PPs, and various special circumstances such as Van Nuys' on-orbit incentives = $20M, Palmdale = $7.3M, etc.

Right Price
Task 2.1.10 Canceling Funds

STATUS: Yellow   FY 98 Goal: Save 85% of Canceling Funds

District Canceling Funds Burn Down Trend
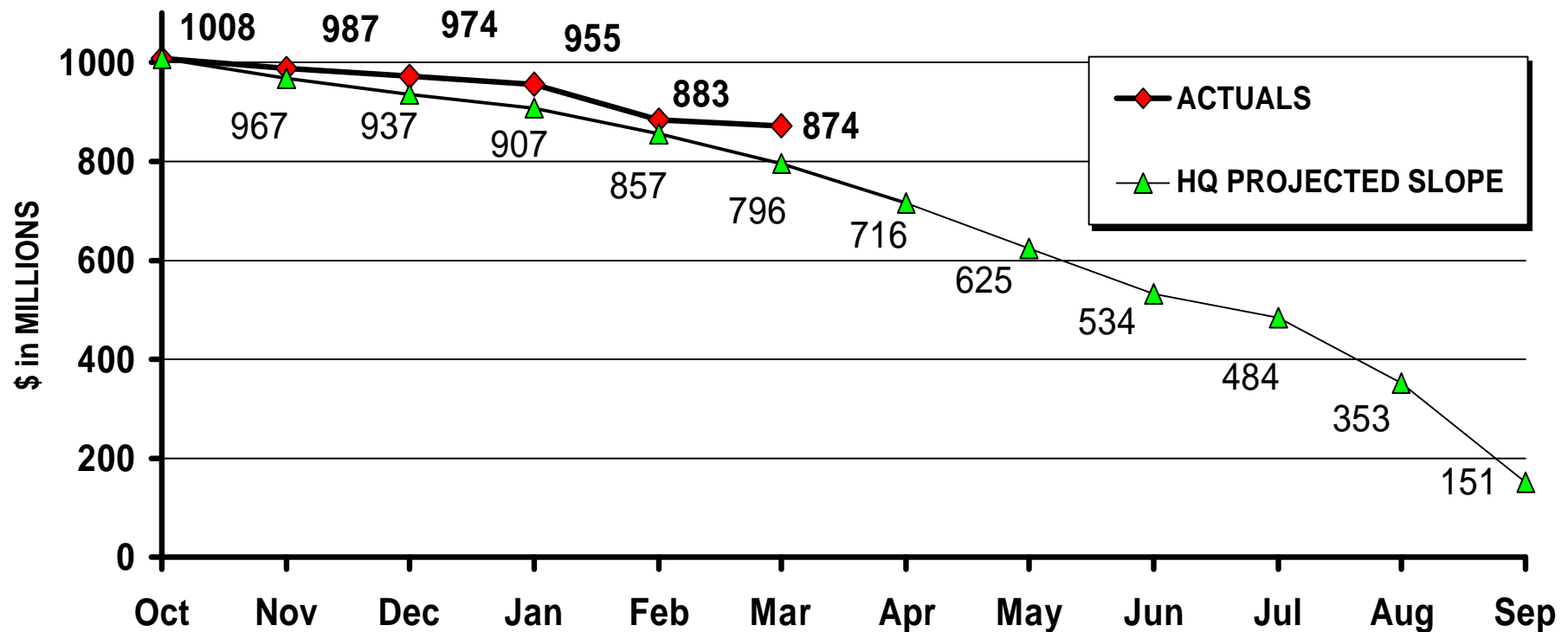
- Gap grew from 3% to 9% due to large in process workload
- Goal is considered achievable

Right Price
Task 2.1.10 Canceling Funds

STATUS: **Yellow**   FY 98 Goal: Save 85% of Canceling Funds

Canceling Funds Pacing CAOs *(Sections 1-4)*
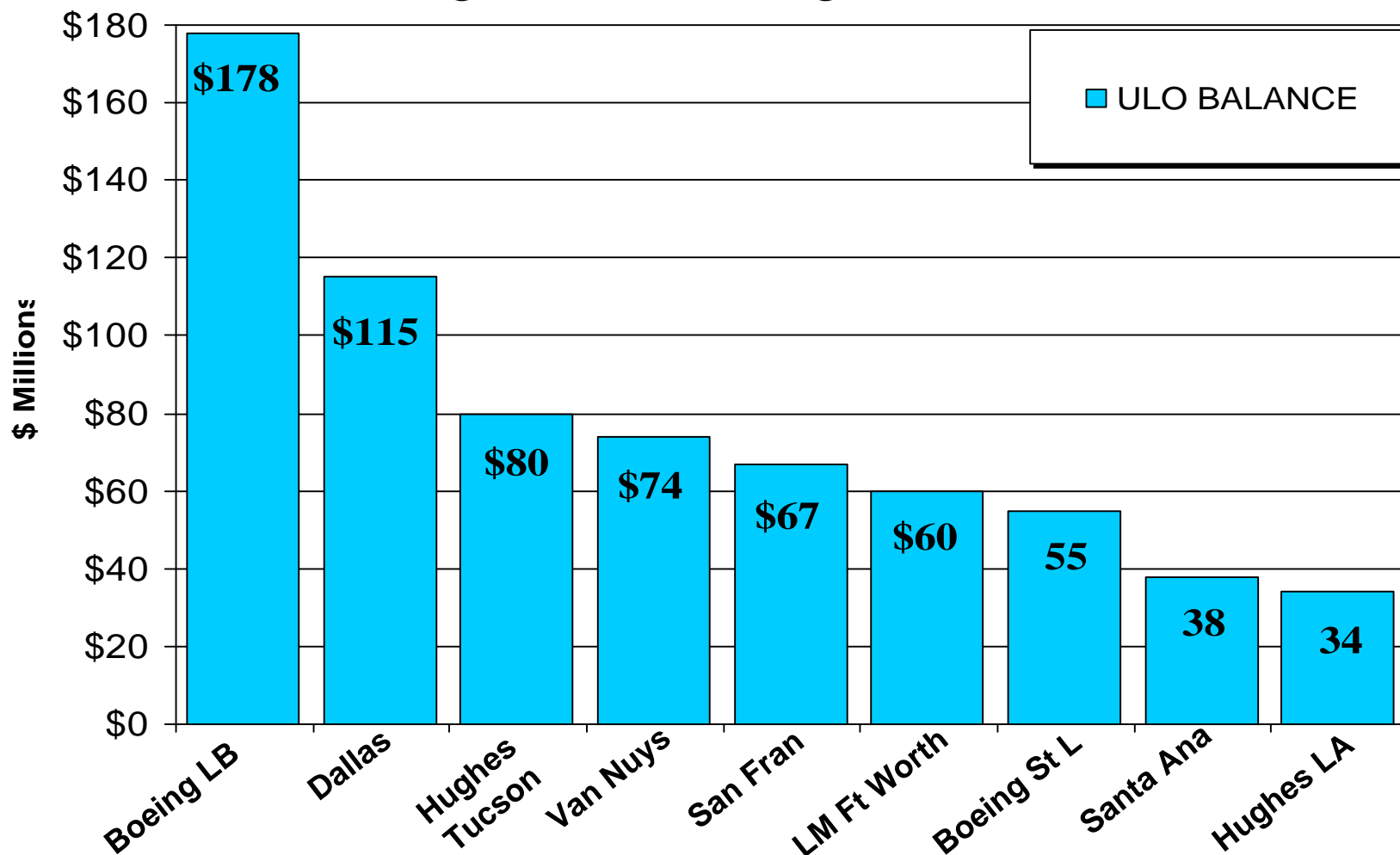
Bar chart titled "Canceling Funds Pacing CAOs (Sections 1-4)" with Y-axis labeled "$ Millions" ranging from $0 to $180. Legend: ULO BALANCE.

CAO	ULO Balance ($ Millions)
Boeing LB	$178
Dallas	$115
Hughes Tucson	$80
Van Nuys	$74
San Fran	$67
LM Ft Worth	$60
Boeing St L	55
Santa Ana	38
Hughes LA	34

Right Price
Task 2.1.10 Canceling Funds

STATUS: **Yellow**   FY 98 Goal: Save 85% of Canceling Funds

Canceling Funds Drivers *(Sections 1-4)*

DCMDW
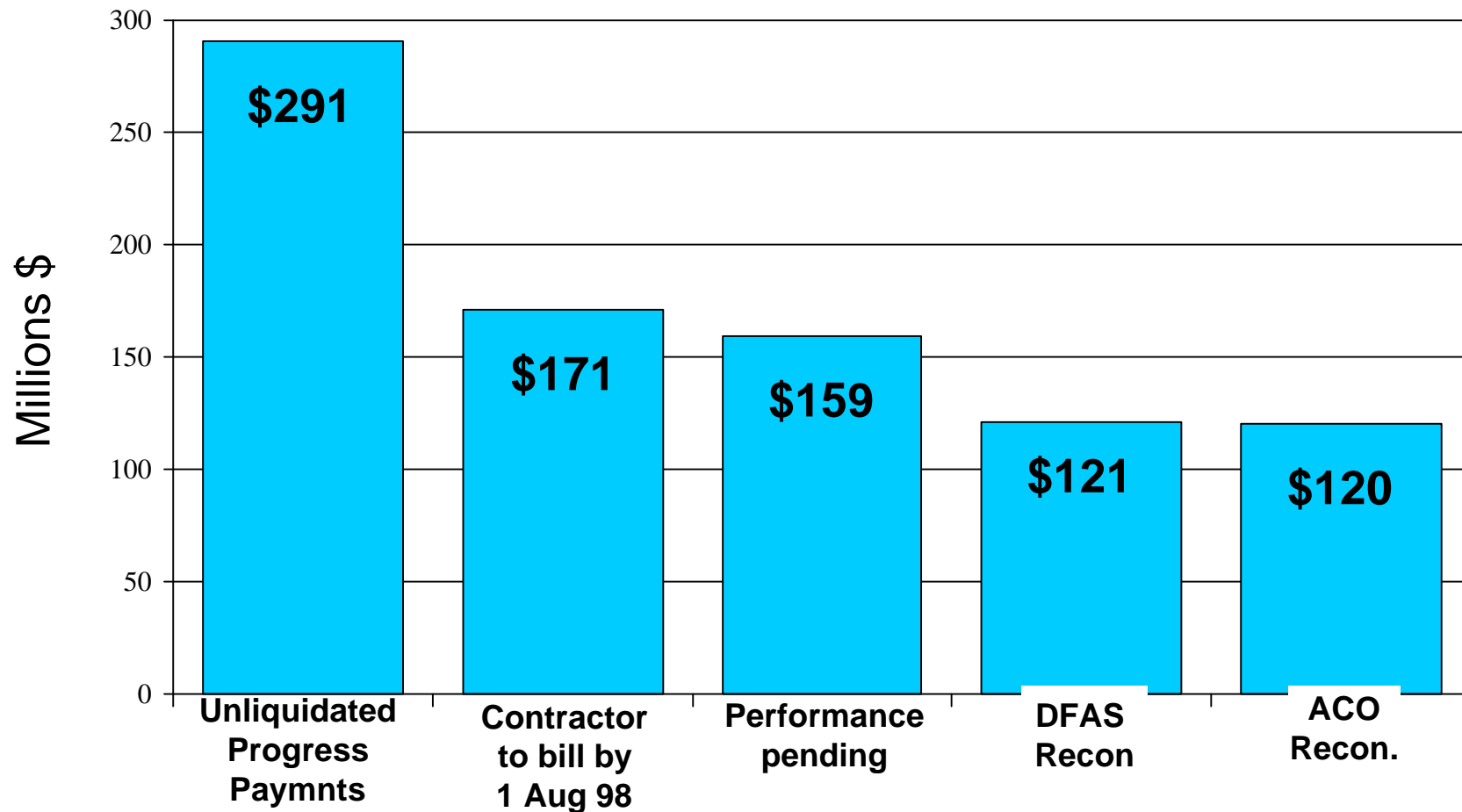
PLAS Hours & Unit Comparison

PLAS Code: *181, Contract Closeout (NI410 - Canceling Funds)*
One Book Process Output: *Number of dollars saved.*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	2249	4498	6747	8996	11245	13494	15743	17992	20241	22490	24739	26988
Actual PLAS Hrs	117	247	576	1320	1970	2877						
Units	0	0	0	0	0	0						
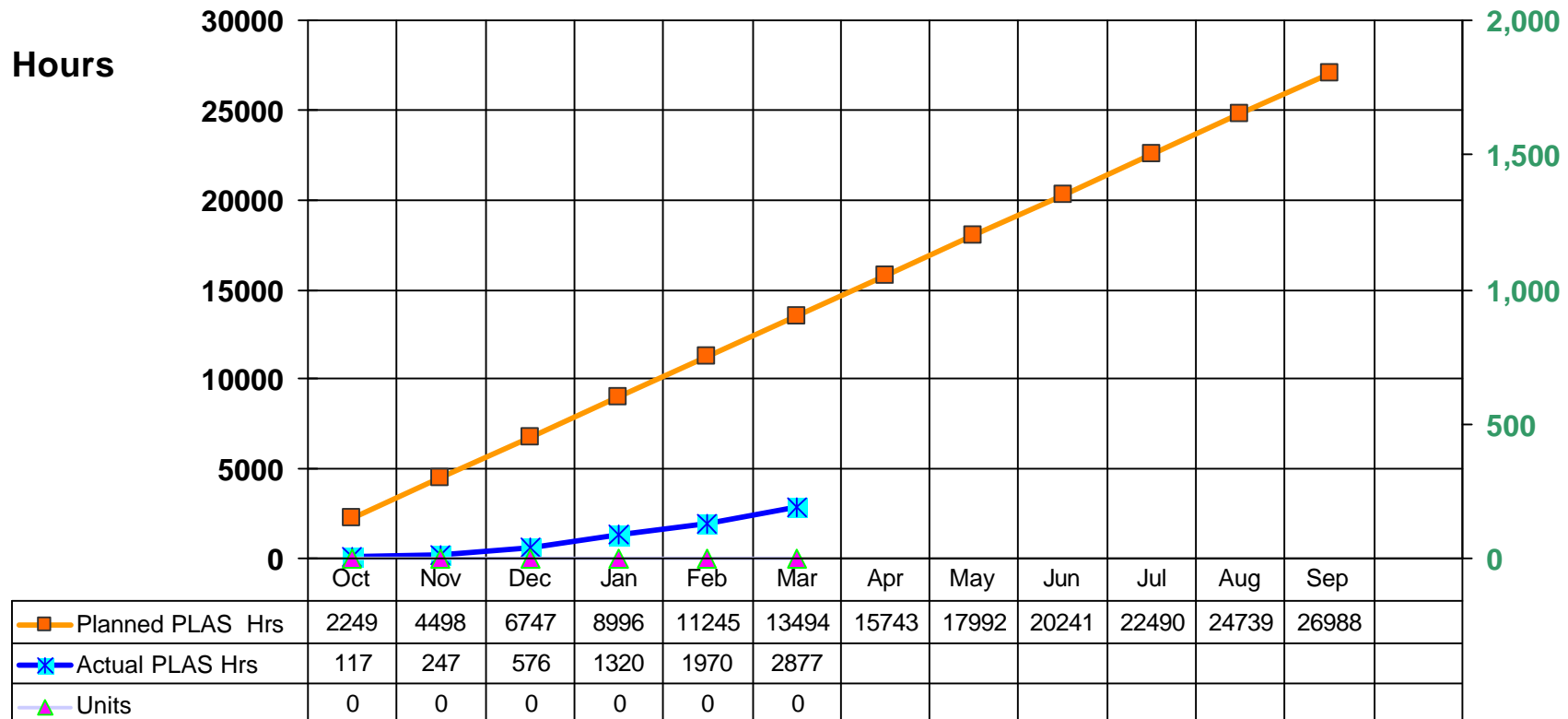
YTD Average Unit Cost: *N/A*
DISCUSSION: *Unit counts and Avg. Unit Costs do not track for canceling funds.*

Right Price
Task 2.1.10 Canceling Funds

STATUS: Yellow   FY 98 Goal: Save 85% of Canceling Funds

Bottom Line

- Gap grew from 3% to 9% due to in-process actions

- Gap eliminated in April; currently 1.5% below goal

- CAPs requested from 9 CAOs

- Monthly reporting process (19 reasons) increasing visibility

Right Efficiency
Termination Actions
Termination for Convenience
Cycle Time

Presented by Robert Depew

June, 1998

Right Efficiency
Task 2.1.11 Termination Actions
Termination for Convenience Overage Dockets

STATUS: Red   FY 98 Goal: Reduce Termination Cycle Time
                                to less than 450 days for any given docket

- Continuing to reduce backlog - 336 dockets rec'd, 420 closed (end of May).

- Exceeded target for Apr but missed May target.

- Expect to be back on plan end of Jun.

- Will not meet FY98 goal. HQ DCMC is reviewing monthly performance data for revision of metric/goal.

Right Efficiency
Task 2.1.11 Termination Actions
Termination for Convenience Overage Dockets

DCMDW

STATUS: Red

FY 98 Goal: Reduce Termination Cycle Time to less than 450 days for any given docket

Legend:
- Dockets on Hand
- Burn Down Plan
- Goal

DOCKETS

Dockets on Hand values:
- OCT: 192
- NOV: 238
- DEC: 217
- JAN: 206
- FEB: 187
- MAR: 167

Burn Down Plan values:
- JAN: 206
- FEB: 187
- MAR: 177
- APR: 159
- MAY: 145
- JUN: 134
- JUL: 125
- AUG: 117
- SEP: 104

X-axis: OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEP

(DCMDW)

Right Efficiency
Termination Actions
Overage Dockets - CAO Burn Down Plan

	11/97	12/97	1/98	2/98	3/98	4/98	5/98	6/98	7/98	8/98	9/98
Van Nuys -O/H: 143 Ovrage 47- 33%	51	52	57	57	55	53	50	48	45	40	35
ACTUAL	51	52	57	53	47						
Dallas - O/H 65- Ovrage 19- 29%	28	28	27	25	23	21	19	17	15	13	12
ACTUAL	28	28	27	25	19						
Santa Ana - O/H 45- Ovrage 19- 42%	29	25	27	20	18	16	14	14	13	12	8
ACTUAL	29	25	24	20	19						
St. Louis - O/H 68- Ovrage 24- 35%	48	39	33	27	27	25	23	19	16	17	15
ACTUAL	48	39	33	27	24						
Chicago - 59- Ovrage 47- 80%	72	62	56	48	47	38	33	31	31	31	31
ACTUAL	72	62	56	52	47						
San Diego - O/H 11- Ovrage 3- 27%	3	3	3	3	2	2	1	2	1	1	1
ACTUAL	3	3	3	3	3						
Phoenix - O/H 29- Ovrage 8- 28%	6	7	6	7	5	4	5	3	4	3	2
ACTUAL	7	8	6	7	8						
TOTAL OVERAGE DOCKETS	238	217	206	187	167						
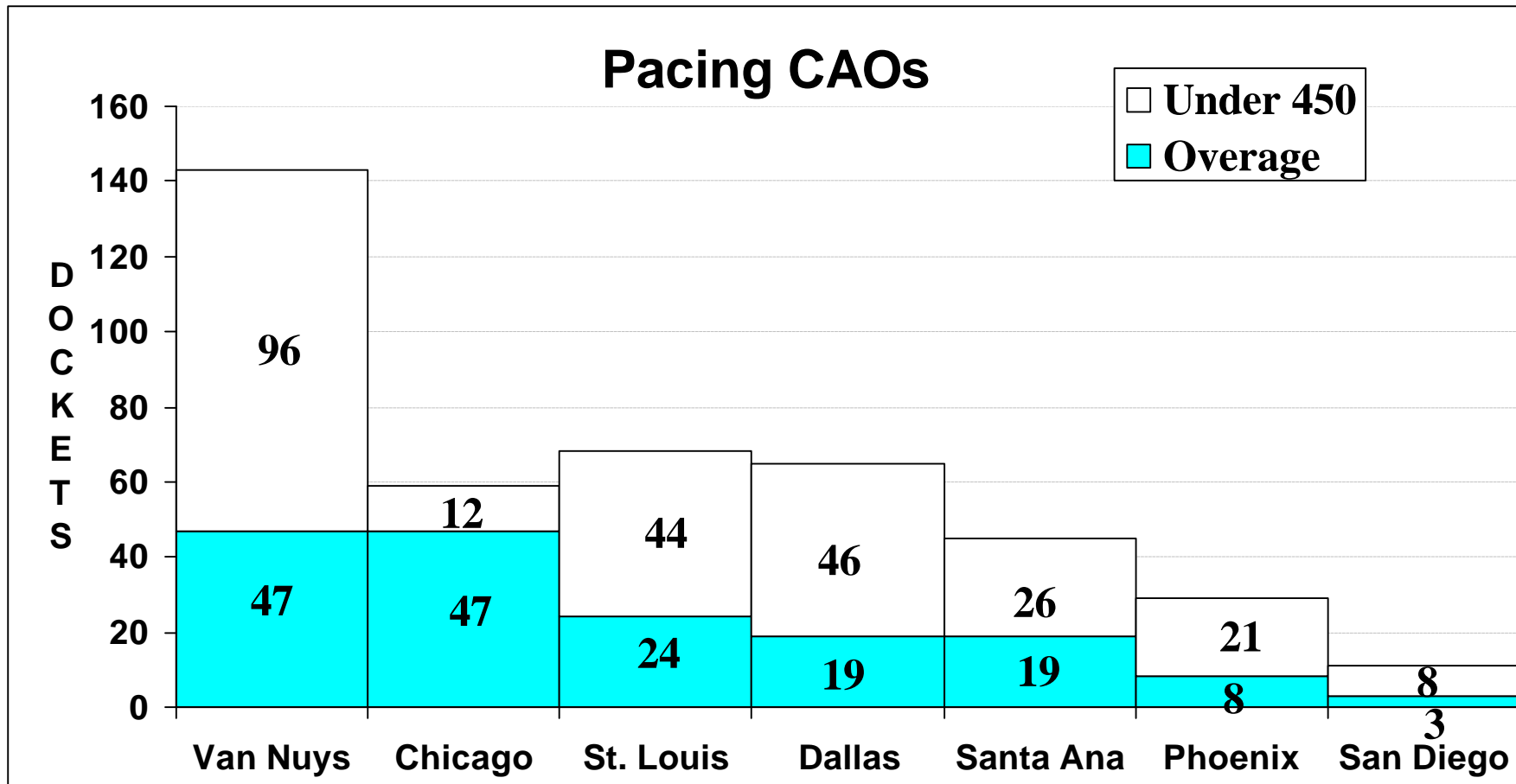
Right Efficiency
Termination Actions
Overage Dockets

ROOT CAUSE ANALYSIS
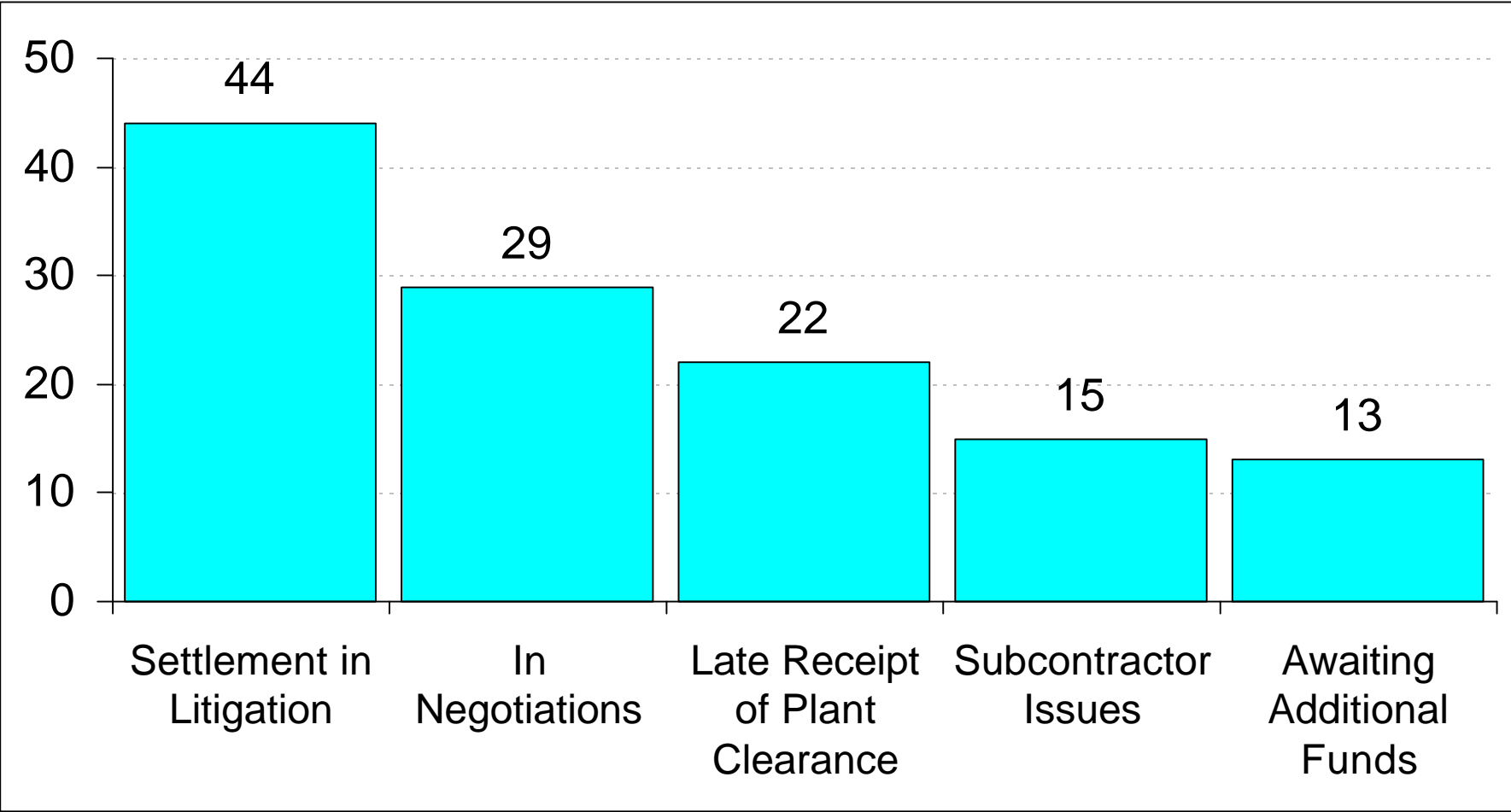
Right Efficiency
Termination Actions

- Settlement in Litigation - 44
  - DCMC Chicago - Rex Industries (24)
  - DCMC Chicago - Essex (3)
  - DCMC Dallas - Advanced Material (3)

- In Negotiations - 29 Raytheon-(Hughes Acft/ Ground/EOS) (8) Inventory Reconciliation
  - TRW, Inc. (3) Overhead Negotiation Resolution
  - Lockheed Martin Missile Systems (3) Late Proposals
  - ITT Gilifillan (2) Late Proposals
  - 10 dockets negotiated awaiting TAMS 3.6 operational to cut Modifications at DCMC Chicago; became operational April 13, 1998

Right Efficiency
Termination Actions

- Late Receipt of Plant Clearance -22
  - EDO Western (3)
  - Target Ind. (3)
  - Boeing St. Louis (3)

- Subcontractor Issues -15
  - Boeing St. Louis (3)
  - Raytheon Tucson (3)
  - FMC (2)

- Awaiting Additional Funds - 13
  - TRW (9)

PLAS Hours & Unit Comparison

PLAS Code:172, Termination for Convenience
One Book Process Output: Number of closed T/C dockets during the month

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	5261	10522	15782	21043	26304	31565	36825	42086	47347	52608	57868	63129
Actual PLAS Hrs	5199	9409	13896	18449	22798	27848						
Units Cum	69	116	165	209	252	321						
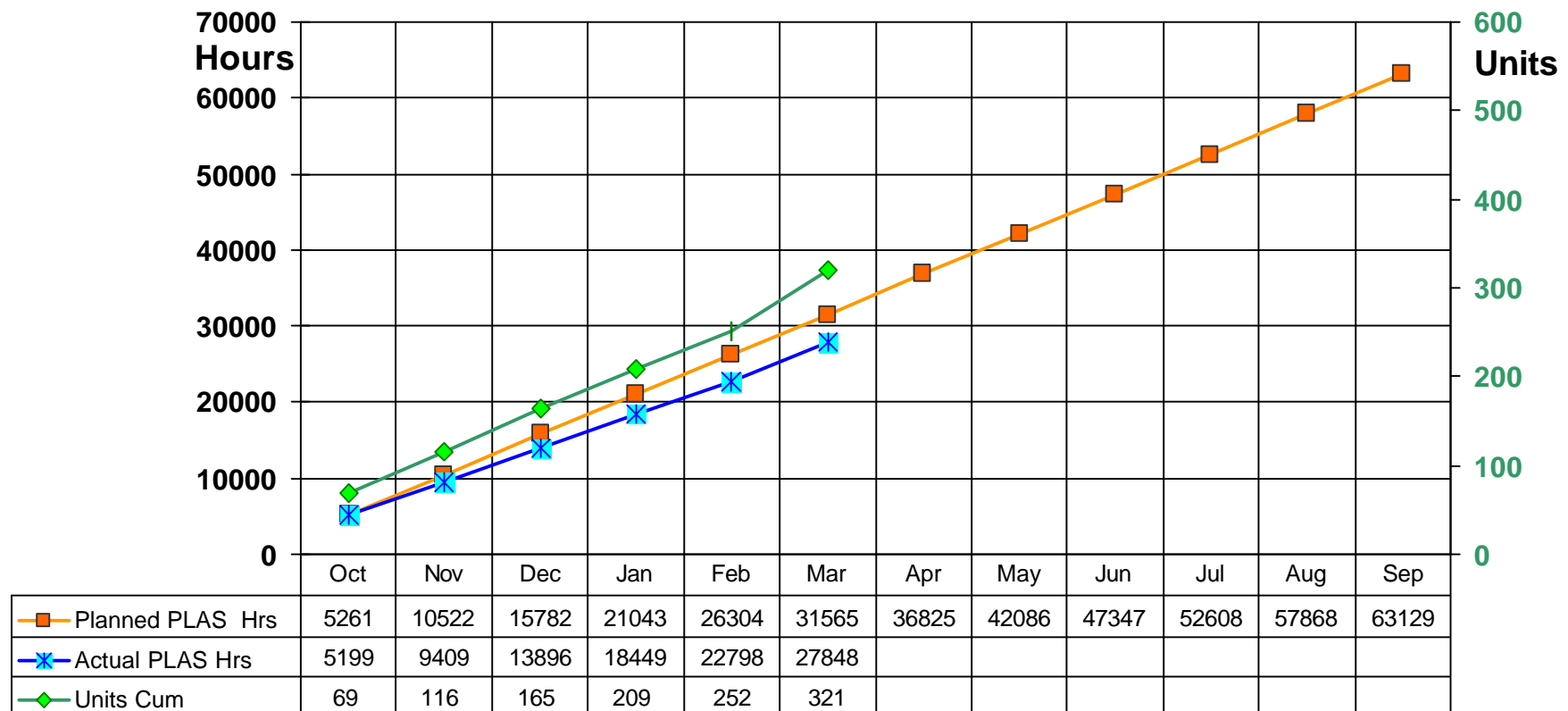
YTD Average Unit Cost: $2,429
DISCUSSION: Currently under burning the original planned hours due to loss of personnel. Due to decreased workload will not replace lost personnel.

DCMDW

Right Efficiency
Task 2.1.11 Termination Actions

Bottom Line

- Performance meeting the burn down plan for Mar & Apr but will miss the plan by 16 dockets in May. Expect to be back on plan end of Jun 98.

- When the burndown plan was established our forward vision with any confidence was limited to six months.

Right Efficiency
Task 2.2.14 - Deployment of AMS

STATUS: Green

- Initial deployment of AMS 4.0 Completed
- Meeting IT timeline for rev changes
- See no reason not to meet IT timeline

Right Efficiency
Task 2.2.16 - Fully Deploy One Book, Part II Chapter

STATUS: Green   FY98 GOAL : Deploy One Book Chapter

- All CAOs scheduled to complete USAs by Sept. 98. Expected to have all completed USA on time.

- MCR slippage anticipated in 3rd quarter.

- Historically DCMDW completes < 90% of MCRs scheduled.

- Expect 100% ASA submittal

PLAS Hours

PLAS Code: *011 - NP011 (USA) , NP012 (*IOA), NP038 (MCR), NV516 (ASA)

Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	14530	29060	43590	58120	72650	87180	101710	116240	130770	145300	159830	174360
Actual PLAS Hrs	9175	15597	21622	30188	38678	51705						
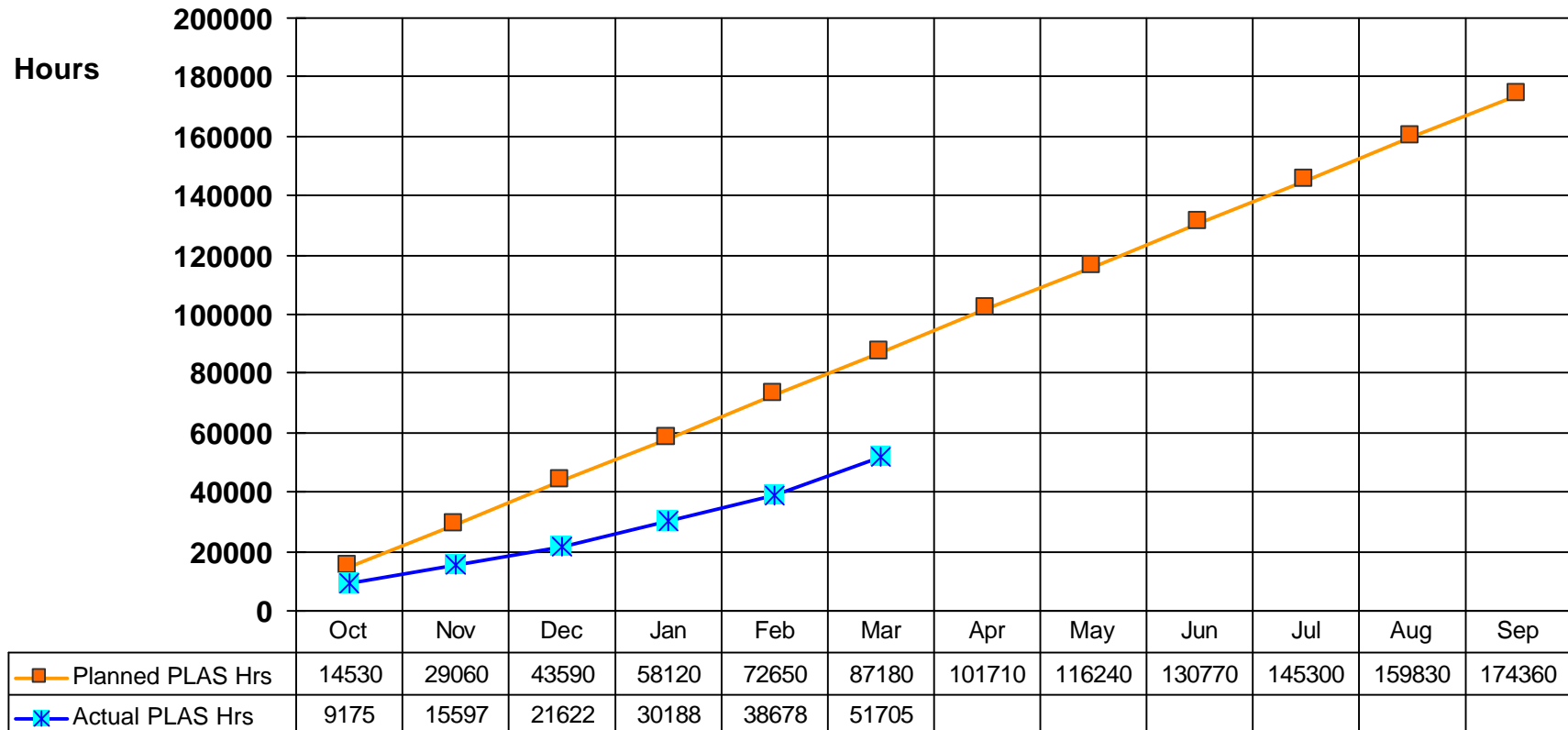
DISCUSSION: Much of this effort (USA, MCR and ASA) traditionally takes place in the third and fourth quarters. The apparent under burn is appropriate given the cyclical nature of these programs.

Right Efficiency
Task 2.2.16 - Fully Deploy One Book, Part II Chapter

Bottom Line

- Anticipate completed USAs by all CAOs on time.
- Based on continued management action we anticipate increased emphasis on MCR schedules and meeting the goal.
- Annual Statement of Assurance - expect 100% timely submittals.

Right Efficiency
Task 2.2.20 - PLAS Reporting
Achieve PLAS reporting at each CAO at a usage rate of 98%

STATUS: Green   FY98 GOAL : 98%

- Progress to date has been favorable. Increased emphasis has resulted in goal achievement 5 of 6 months.

- No anticipated problems in meeting performance goal. It is predicted the year will average out at <=98%.

Performance Task 2.2.20
Maintain monthly PLAS usage at 98%

STATUS: Green   FY97 GOAL: 98%

98% Goal

DCMDW	PERCENTAGE
Oct	99.3
Nov	99.7
Dec	97.3
Jan	98.6
Feb	99.4
Mar	99.9

Oct   Nov   Dec   Jan   Feb   Mar
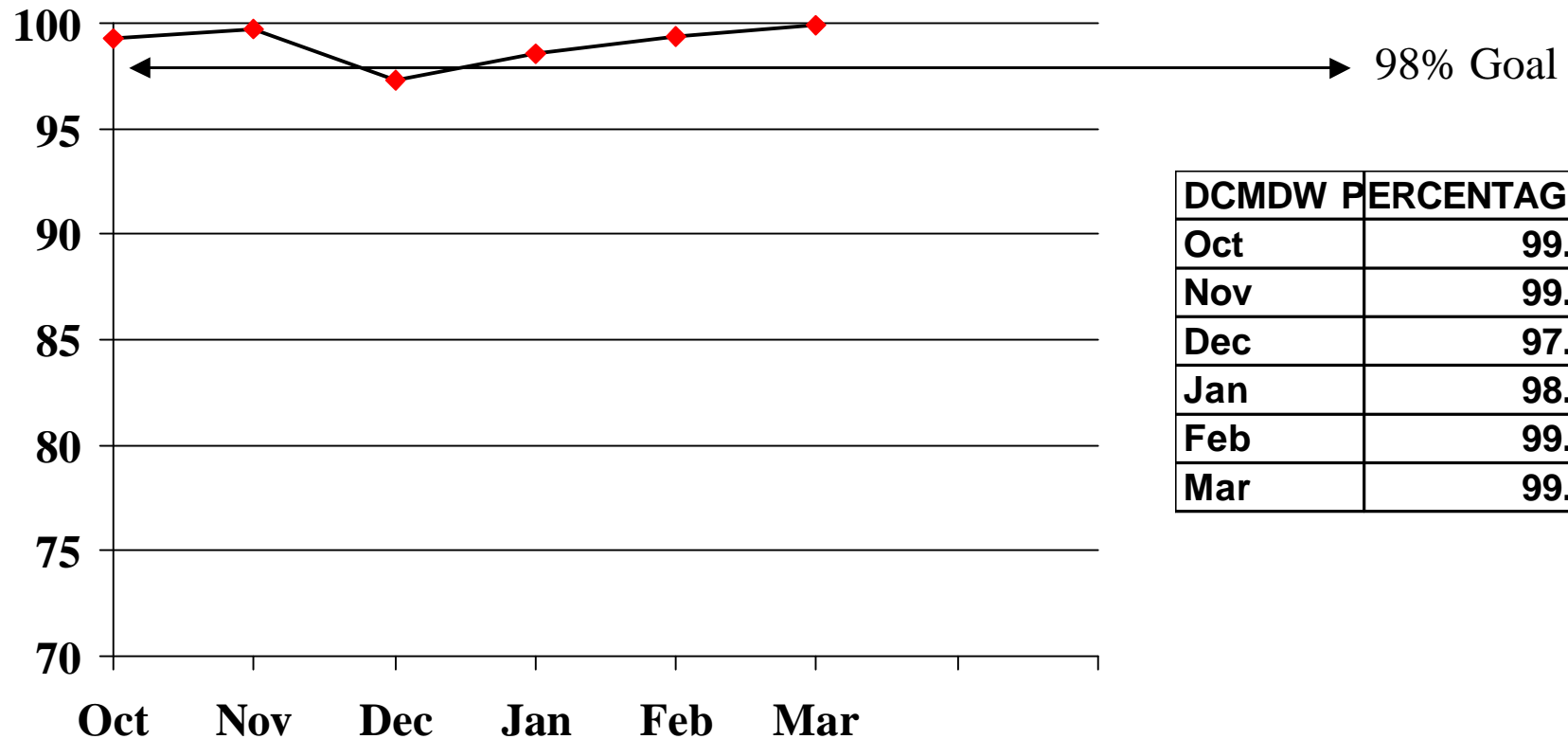
PLAS Hour Comparison

PLAS Code: *212, NP037*
One Book Process Output: *N/A*

Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	235	470	705	940	1175	1410	1645	1880	2115	2350	2585	2820
Actual PLAS Hrs	1150	1350	1500	1655	1800	1920						
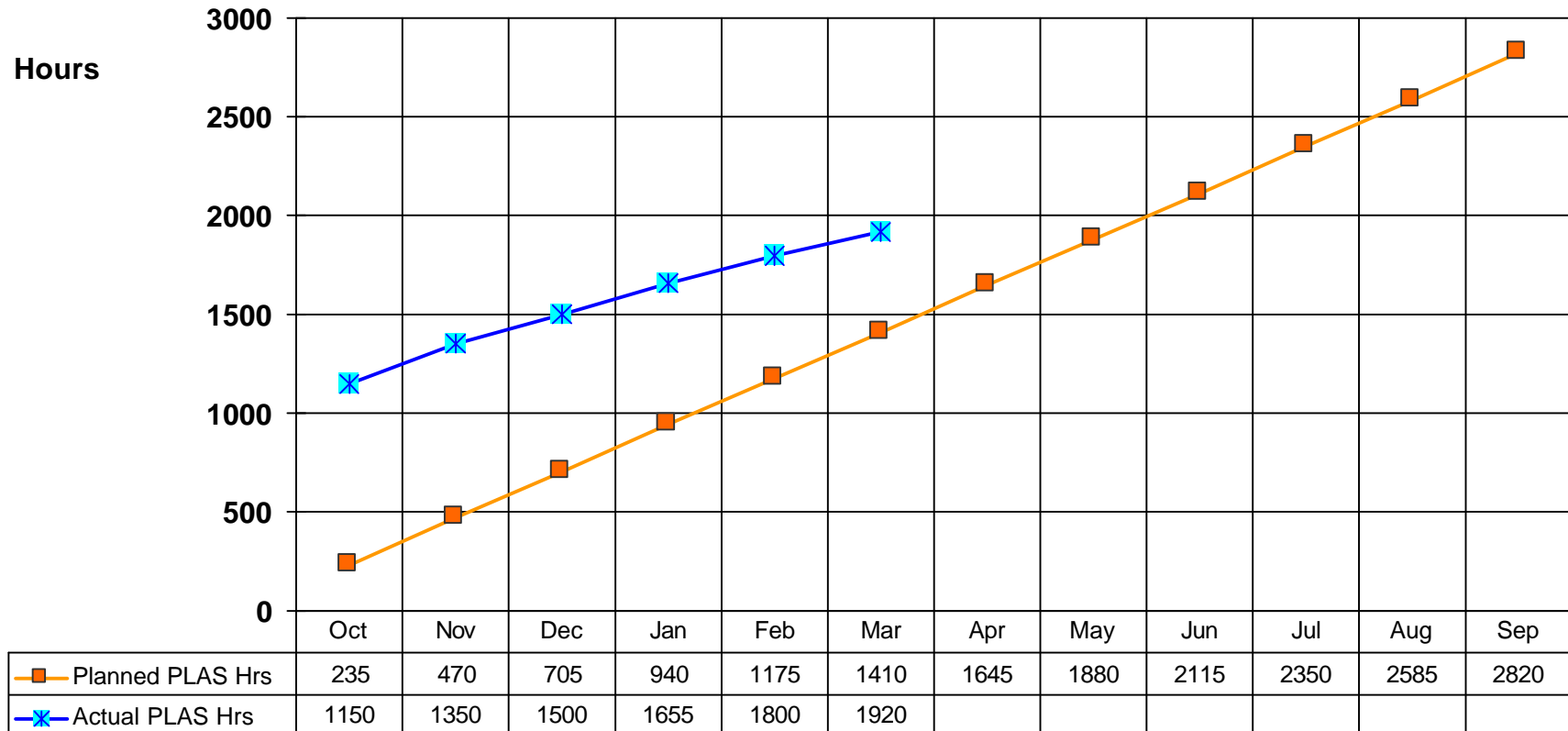
YTD Average Unit Cost: N/A

DISCUSSION: The spike in October was due to each PLAS administrator emphasizing Unit Cost and its relationship to PLAS at each CAO following the training secession in Chicago.

Performance Task 2.2.20
Maintain monthly PLAS usage at 98%

Bottom Line

- DCMDW is on the mark and expects to achieve the FY98 performance goal.

Right Efficiency

Task 2.2.21- Reduce DCMC's facility cost (CONUS) by reducing space at non-contractor locations IAW DLAR 5305.2 (130 sq.ft. per person after consideration of special space use).

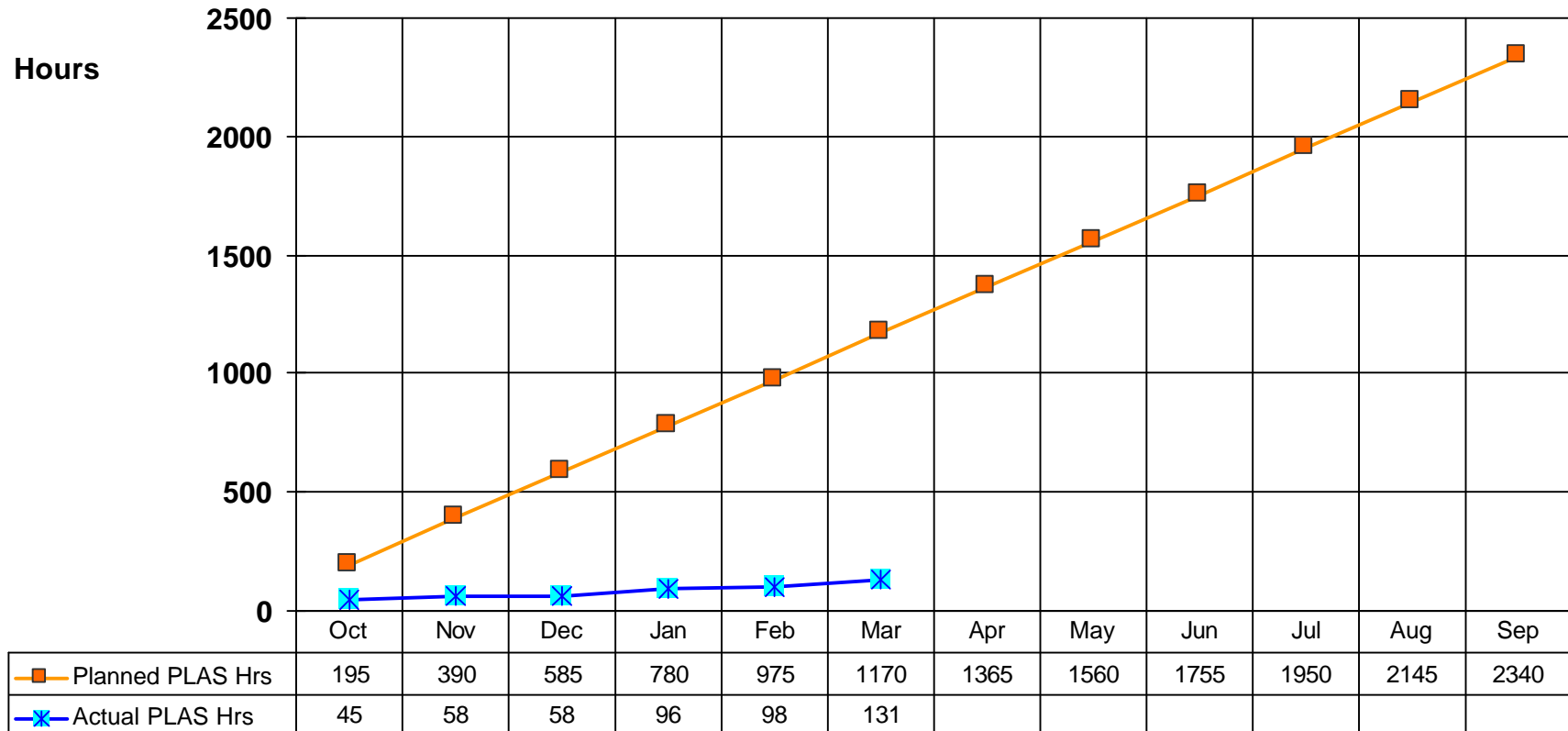STATUS: GREEN   FY98 Goal: 130 sq.ft. per person

- Space utilization surveys of each facility assigned to the DCMDW are conducted annually. If a deficiency or other actions affecting space utilization is identified a plan of action is developed and implemented to effect corrections and changes.

- At the beginning of FY98 DCMDW managed 90 facilities, six of these facilities were out of compliance.

PLAS Hours

PLAS Code: *211 - NP016*

Process Output: Compliance with 130 sq ft per person

Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	195	390	585	780	975	1170	1365	1560	1755	1950	2145	2340
Actual PLAS Hrs	45	58	58	96	98	131						

DISCUSSION: Under charging by many CAOs. Many CAO and staff are unsure when to charge hours to this program code.

Right Efficiency

Task 2.2.21- Reduce DCMC's facility cost (CONUS) by reducing space at non-contractor locations IAW DLAR 5305.2 (130 sq.ft. per person after consideration of special space use).

Bottom Line

- In FY98, we had six facilities that were not in compliance.

  - Space reduction was completed at DCMC Twin Cities in February 1998.

  - Scheduled for completion in August 1998 are DCMC Van Nuys and DCMC Dallas/Fort Worth area.

  - Scheduled for completion in FY 99 are the DCMC Santa Ana HQs, DCMC Santa Ana/Irvine and DCMC San Francisco.

Right Efficiency
Task 2.2.23 - Supervisory Ratio
Increase Supervisory Ratio to 14:1

STATUS: GREEN   FY98 GOAL : 14:1

- DCMDW meets goal - 14.5
- On target to continue to exceed goal for FY98
- Geographic CAOs continue to exceed goal - 15.6
- In-plant CAOs below goal but expects to meet goal
  - Improvement expected in -RL and -RB
- HQ below goal; expects to meet goal
  - Improvement expected in -F, -H, and -O

Right Efficiency
Task 2.2.23 - Supervisory Ratio
Increase Supervisory Ratio to 14:1

STATUS: Green   FY98 GOAL : 14:1

	DISTRICT	HQ	GEO	IN-PLANT
Actual	14.45	11.07	15.55	13.19
Goal	14	14	14	14

Right Efficiency
Task 2.2.23 - Supervisory Ratio
Increase Supervisory Ratio to 14:1

STATUS: GREEN (HQS YELLOW)   FY98 GOAL : 14:1

RATIO

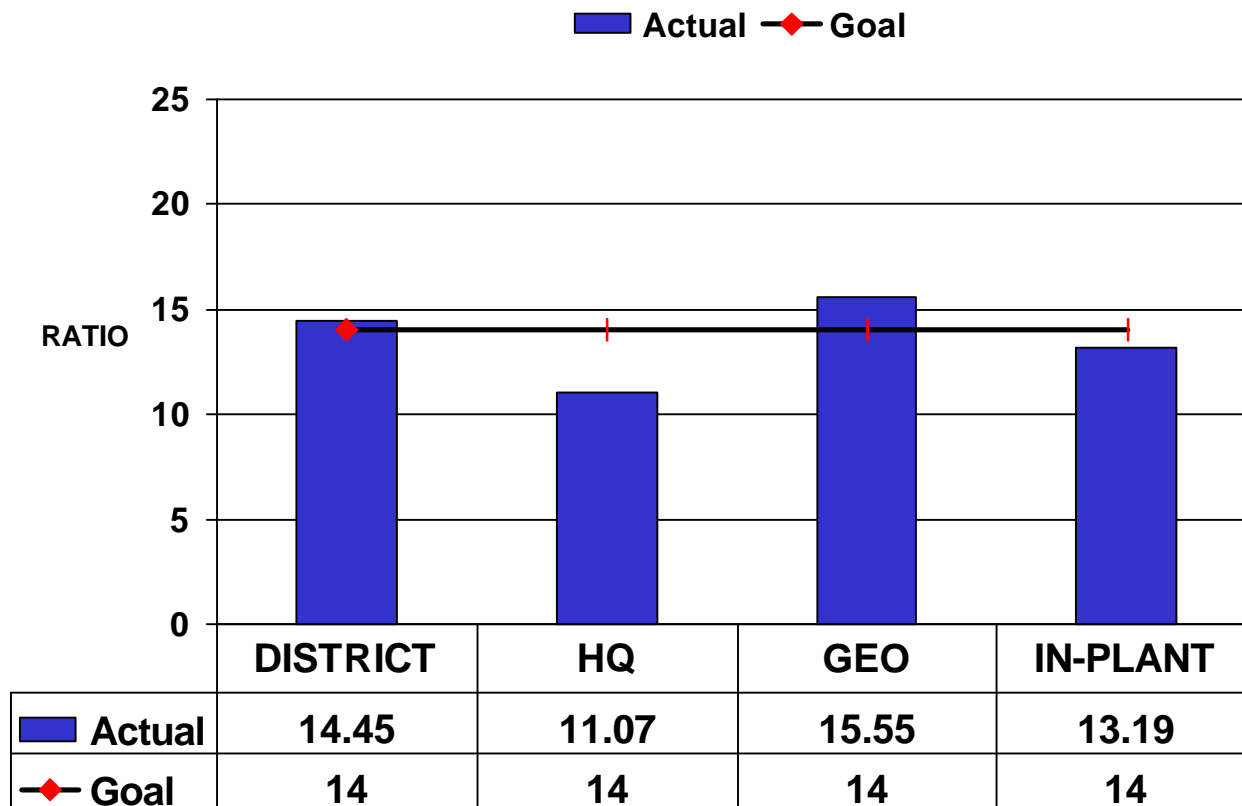|	HD Command	HE - Earn'd Value	HF Adm & Info	HG Counsel	HH Human Resources	HM Plan & Resource	HO Ops Support	HP PLAS Mgmt	AVG
Actual	7	0	12.6	4	13.6	15.67	10.5	11	11.07
GOAL	14	14	14	14	14	14	14	14	14

Right Efficiency
Task 2.2.23 - Supervisory Ratio
Increase Supervisory Ratio to 14:1

STATUS: GREEN   FY98 GOAL : 14:1

Legend: ■ Actual —■— Goal

RATIO

	GA Santa Ana	GB Dallas	GC Chicago	GD Denver	GE San Ant	GF San Fran	GK Wichita	GL St Louis	GP Phoenix	GS San Diego	GT Twin Cits	GV Van Nuys	GW Seattle	AVG
■ Actual	19.13	16.44	17.29	14.64	17	14.43	13.25	13.92	13.94	14.73	15.42	14.63	16.11	15.55
—■— Goal	14	14	14	14	14	14	14	14	14	14	14	14	14	14

Right Efficiency
Task 2.2.23 - Supervisory Ratio
Increase Supervisory Ratio to 14:1

STATUS: GREEN (IN PLANT YELLOW)　　　　　FY98 GOAL : 14:1

	RB Boeing Seattle	RC LockM-Denv	RD Boeing-St L	RE Boeing CP	RG Rayth E-Sys	RI Rayth TI S YS	RJ Lock M FT W	RK Bell H	RL LockM Sunny	RM Boeing HB	RN NG Hawthor	RR Thiokol	RS S & S	RT Hughes Tucs	RV LockM Dallas	RY Boeing LB	RZ Hughes LA	AVG
Actual	10.6	15.8	18.58	10.71	12.25	12.2	12.63	17.5	13.29	14.2	13.5	13.14	12.5	16.29	10	10.13	10.3	13.19
GOAL	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14	14

PLAS Hours

PLAS Code: *223, Human Resources*. Program code NV523

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	7	14	21	28	35	42	49	56	63	72	79	87
Actual PLAS Hrs	44	48	51	54	54	54						
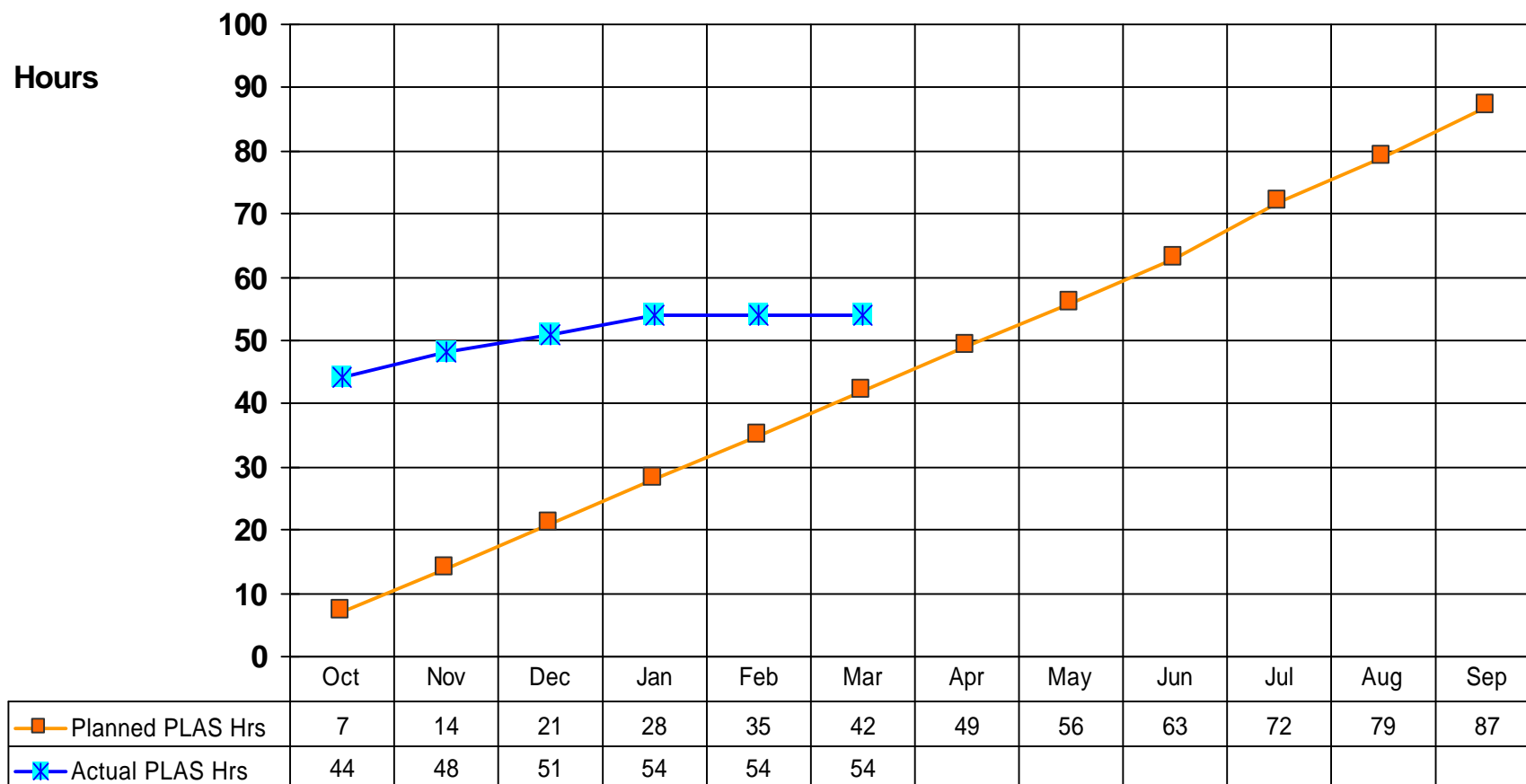
Right Efficiency
Task 2.2.24 - Improve Labor Management Relations
Union Grievances (UG) and Unfair Labor Practices (ULP)

STATUS: Green   FY98 GOAL : Improve Labor Management Relations

- **No UGs or ULPs have been against DCMDW to date.**

- **Although this is a March report, a/o of June: 4 of the 7 ULPs filed in FY97 were dismissed; 1-Settlement Agreement reached; 2 Pending.**

- **FY 98-ULPs Filed**
  - **a/o 3/98 - 4 Filed; 1 Withdrawn**
  - **a.o 6/98 - 3 Filed (New)**

- **FY 98 - UGs Filed**
  - **a/o 3/98 - 2 Filed - Issue: FLSA-Travel/OT**
  - **a/o 6/98 - 2 Filed - Issue: FLSA-Travel/OT**

Right Efficiency
Task 2.2.24 - Improve Labor Management Relations
Union Grievances and Unfair Labor Practices

STATUS: Green   FY98 GOAL : Improve Labor Management Relations

Mar 98

G: 0

U: 0

• G- Union Grievances represent actions filed by the union for arbitration. U - ULPs represent actions filed by the union to the FLRA (Federal Labor Relations Authority) for resolution.

• FY 97 - 7 ULPs Remain Open -Final Action Pending. FY 98- 3 ULPs Open-Final Action Pending. 1-Withdrawn

• FY 98-   2 Union Grievances Filed.

         2 Union Grievance Elevated to Arbitration.

Right Efficiency
Task 2.2.24 - Improve Labor Management Relations
Partnership Agreements

Total Possible Agreements 34   (30)

Actual Agreements   25   (22)

Union Withdrawn   (5)

Pending Agreements   4   (3)

( ) - Denotes AFGE Data

-Pending Agreements are as follow:(New) DCMC Seattle; DCMC Lockheed-Martin Missile and Space -Sunnyvale (1910-types); DCMC Chicago-Milwaukee and DCMC Boeing- Long Beach.

PLAS Hours & Unit Comparison

PLAS Code: *214,217:Union, Training - NV524 Improve Labor Management Relations*

Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	133	266	399	532	665	798	931	1064	1197	1330	1463	1596
Actual PLAS Hrs	14	66	123	180	331	535						
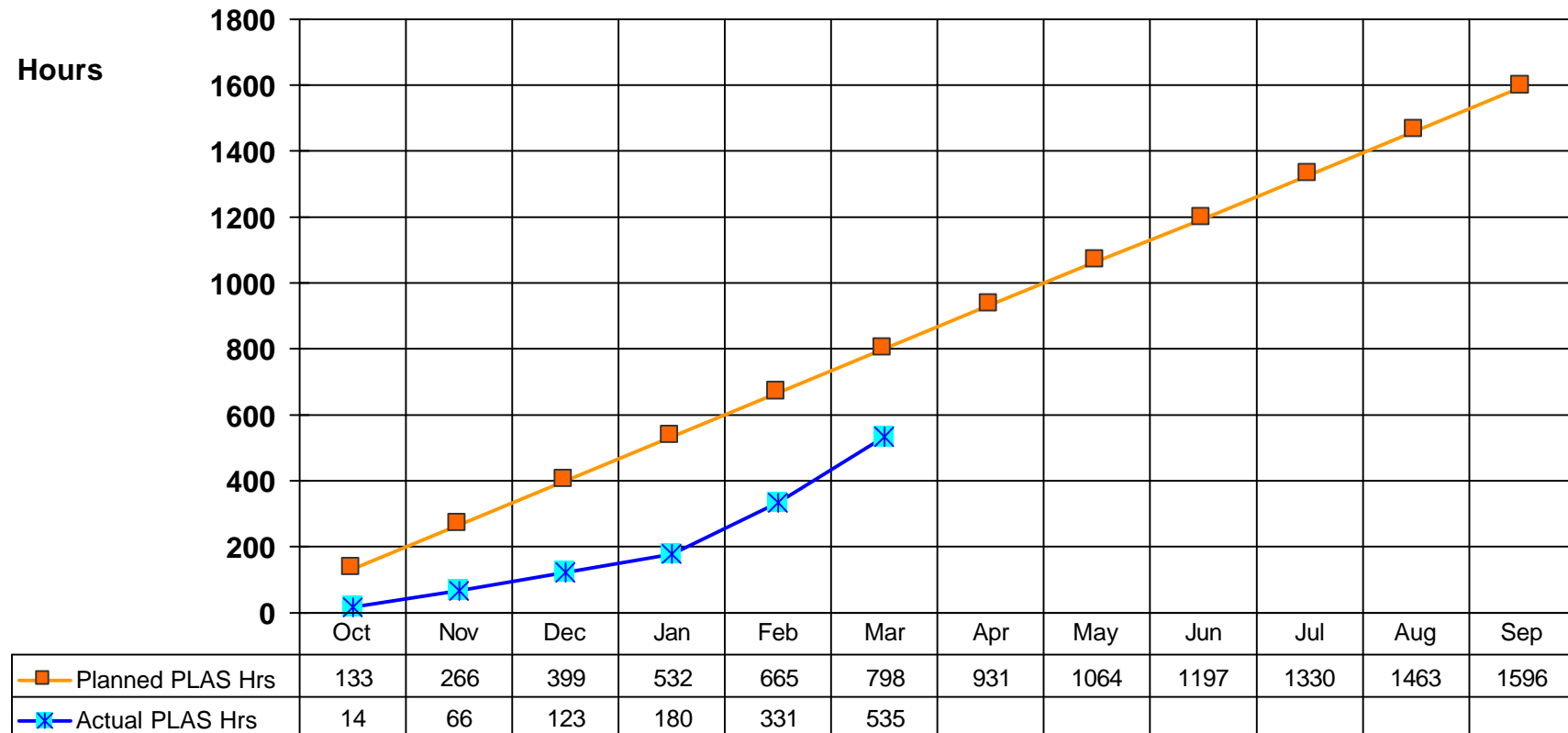
DISCUSSION: Reflects the training provided to all levels of management in the area of labor management relations.

Right Price

Task 2.2.24 - Improve Labor Management Relations

Bottom Line

- **Increase/Decrease in the number of UGs or ULPs filed is uncontrolled by management. These processes are either contractually or statutorily defined for handling disputes/disagreements between the Parties.**

- **Generally the discontinuance/disregard of a partnership agreement by a Local means no formal labor management committee exists. However, all contractual and statutory obligations between the Parties continue.**

Right Talent
Training Hours

(Performance Goal 3.1.1, Monitor Training Hours per Employee compared to Industry Benchmark**)**

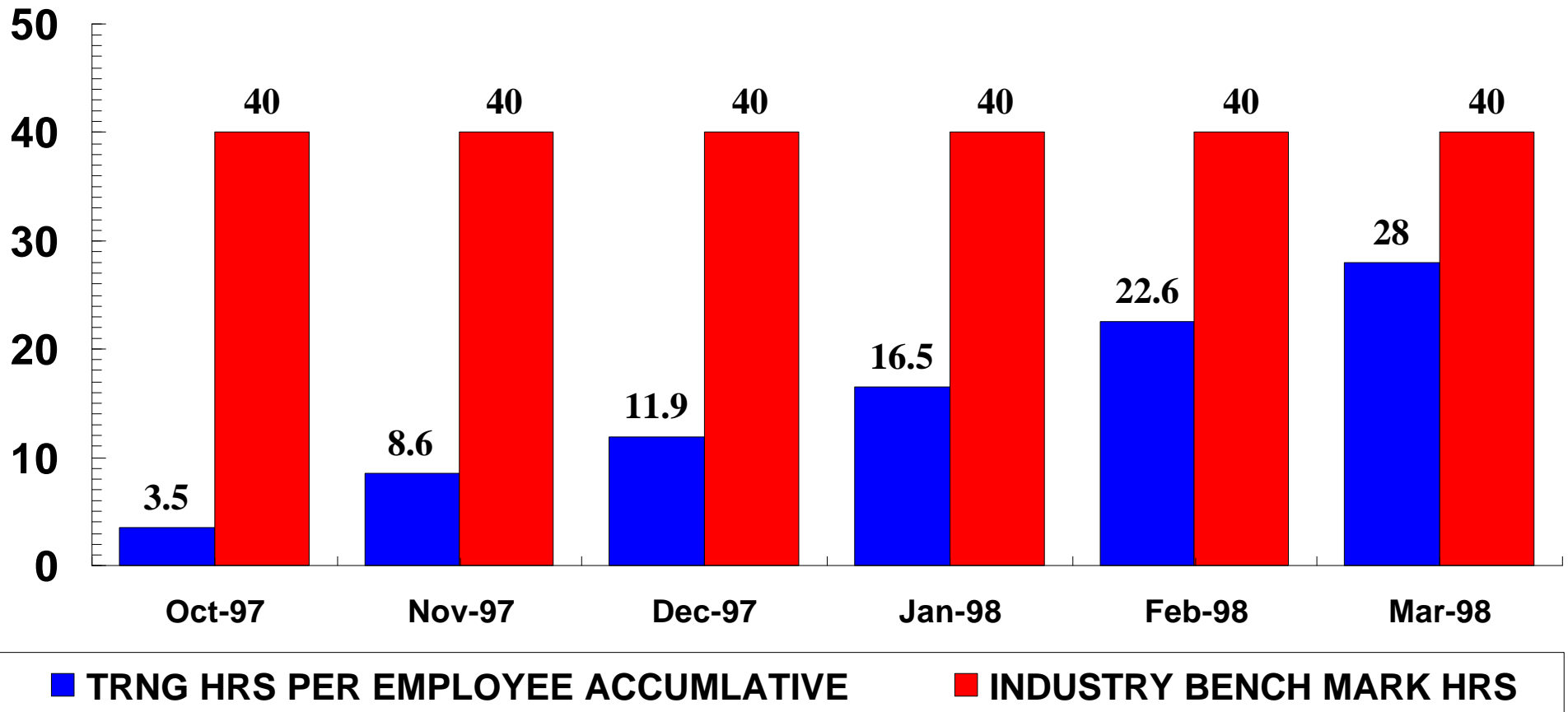## STATUS: GREEN   FY98 GOAL: NONE

- **Comments:**
  - 1. Data is using the new PLAS codes 217,c,d,e (Other training,
  - Attend classroom, Computer Based Training respectively).
  - 2. Data is being compared to an established industry benchmark of 40 hours per year..
  - 3. FY 97 Accumulative average hours were six (6)
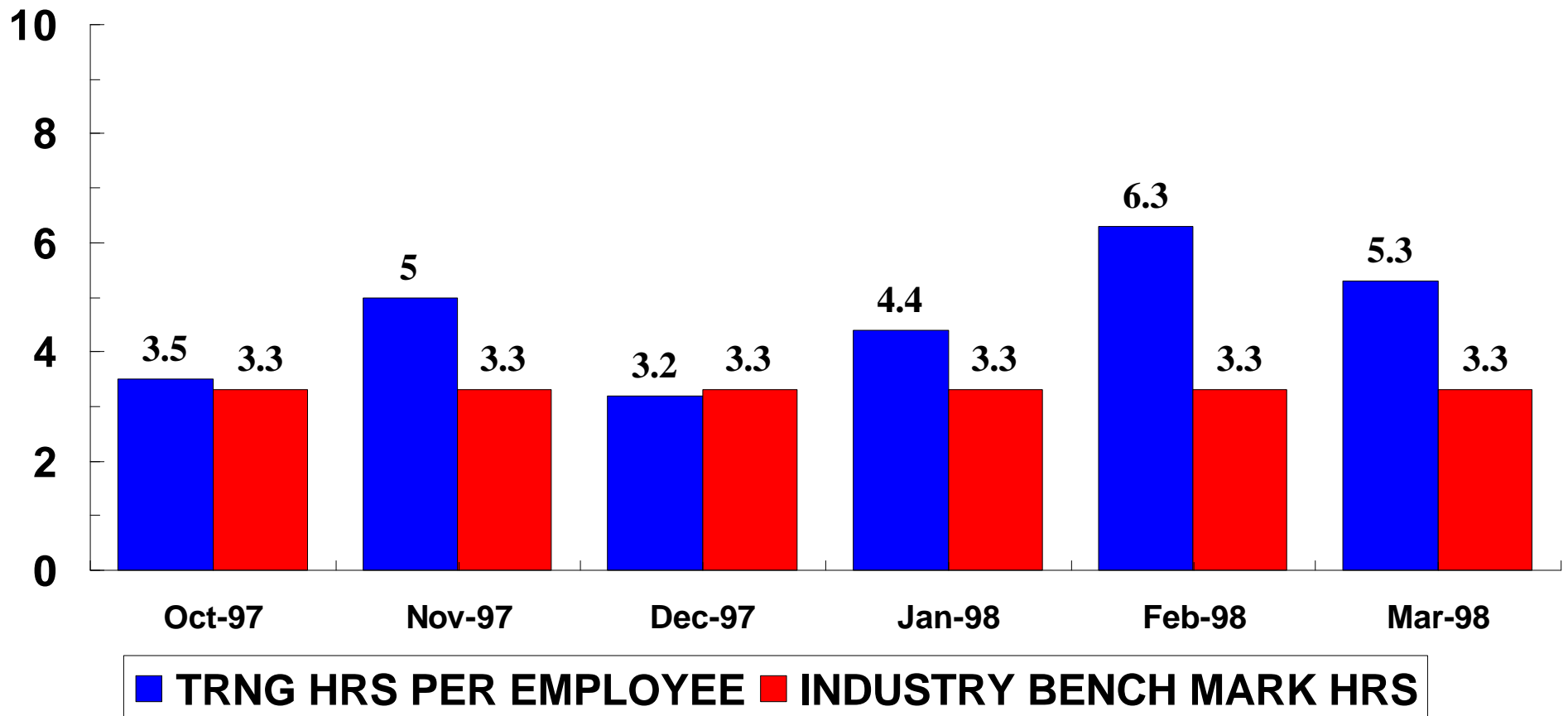 - 4. No problems or concerns at this time

Right Talent
Training Hours
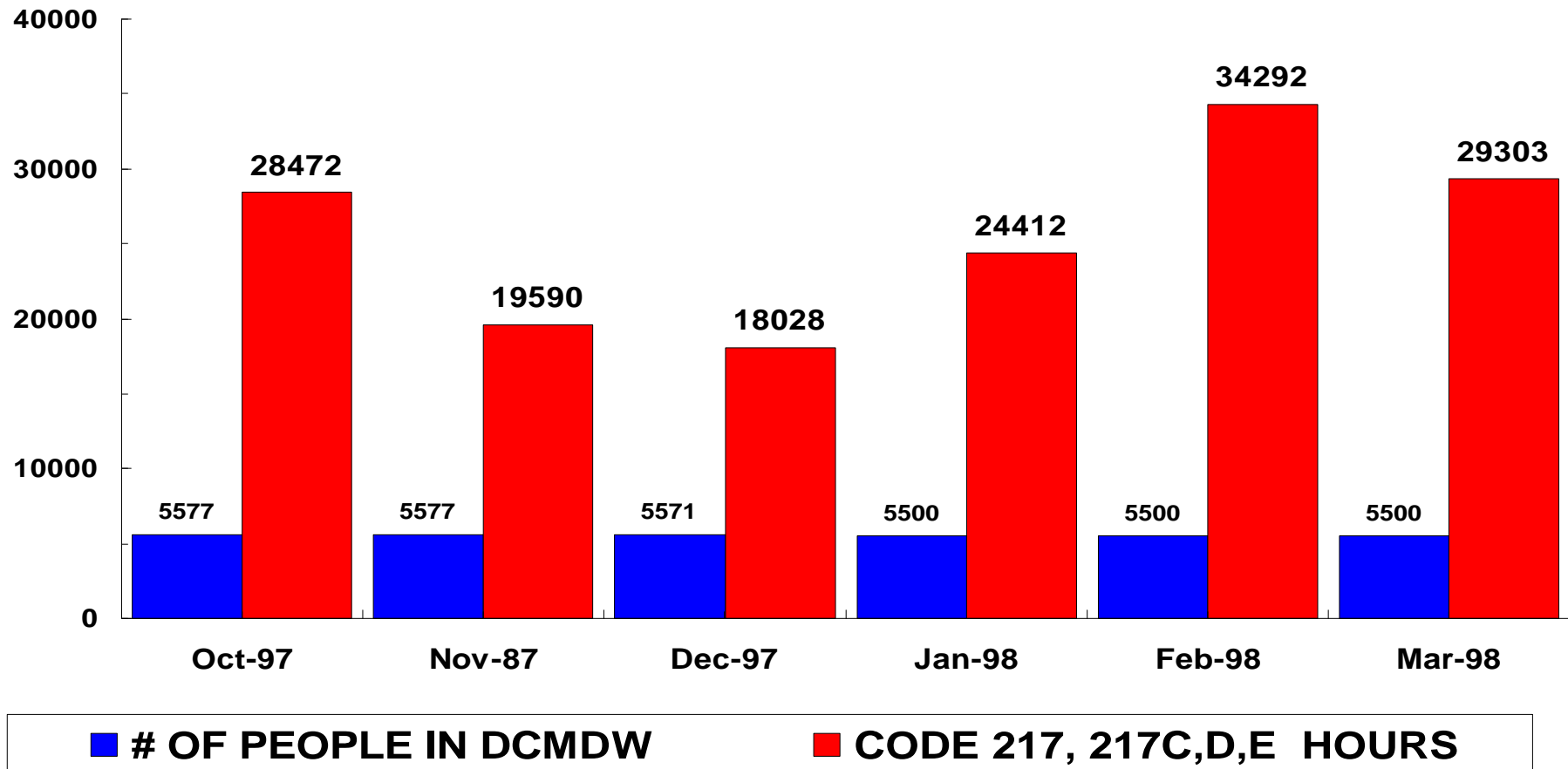### (Training Hours/Employee Vs Industry Benchmark)

Month	TRNG HRS PER EMPLOYEE	INDUSTRY BENCH MARK HRS
Oct-97	3.5	3.3
Nov-97	5	3.3
Dec-97	3.2	3.3
Jan-98	4.4	3.3
Feb-98	6.3	3.3
Mar-98	5.3	3.3

■ TRNG HRS PER EMPLOYEE ■ INDUSTRY BENCH MARK HRS

Right Talent
Training Hours
(Training Hours/Employee Vs Industry Benchmark)

	Oct-97	Nov-87	Dec-97	Jan-98	Feb-98	Mar-98
# OF PEOPLE IN DCMDW	5577	5577	5571	5500	5500	5500
CODE 217, 217C,D,E HOURS	28472	19590	18028	24412	34292	29303

■ # OF PEOPLE IN DCMDW   ■ CODE 217, 217C,D,E HOURS

PLAS Hours

PLAS Code: *217B - NM071*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	846	1692	2538	3384	4230	5076	5922	6768	7614	8460	9306	10152
Actual PLAS Hrs	864	1493	2012	2893	3894	4963						

DISCUSSION: On target as far as projection vs. actuals.

Performance Task 3.1.1
Training hours per employee

Bottom Line

- There is no goal. We are establishing a baseline to the industry benchmark.

Right Talent
DAWIA Certification
(Performance Goal 3.1.2, Increase the Percent of Personnel that are DAWIA Certified to 90%)

STATUS: YELLOW   FY98 GOAL: Increase to 90%

- **Comments:**
  - **DCMDW is at 79% for March 1998**
    - Decrease in total numbers of Acquisition Workforce is a result of removing 1106 series from Level 1
  - **1106 series not counted in the Acquisition Workforce for DCMDW**
  - **DCMDW Acquisition Workforce**
    - Level I is at 79%
    - Level II is at 82%
    - Level III is at 63%
  - **Level III needs to be improved**
    - CAO's have been notified to the Acquisition Force Personnel at Level III that require certification
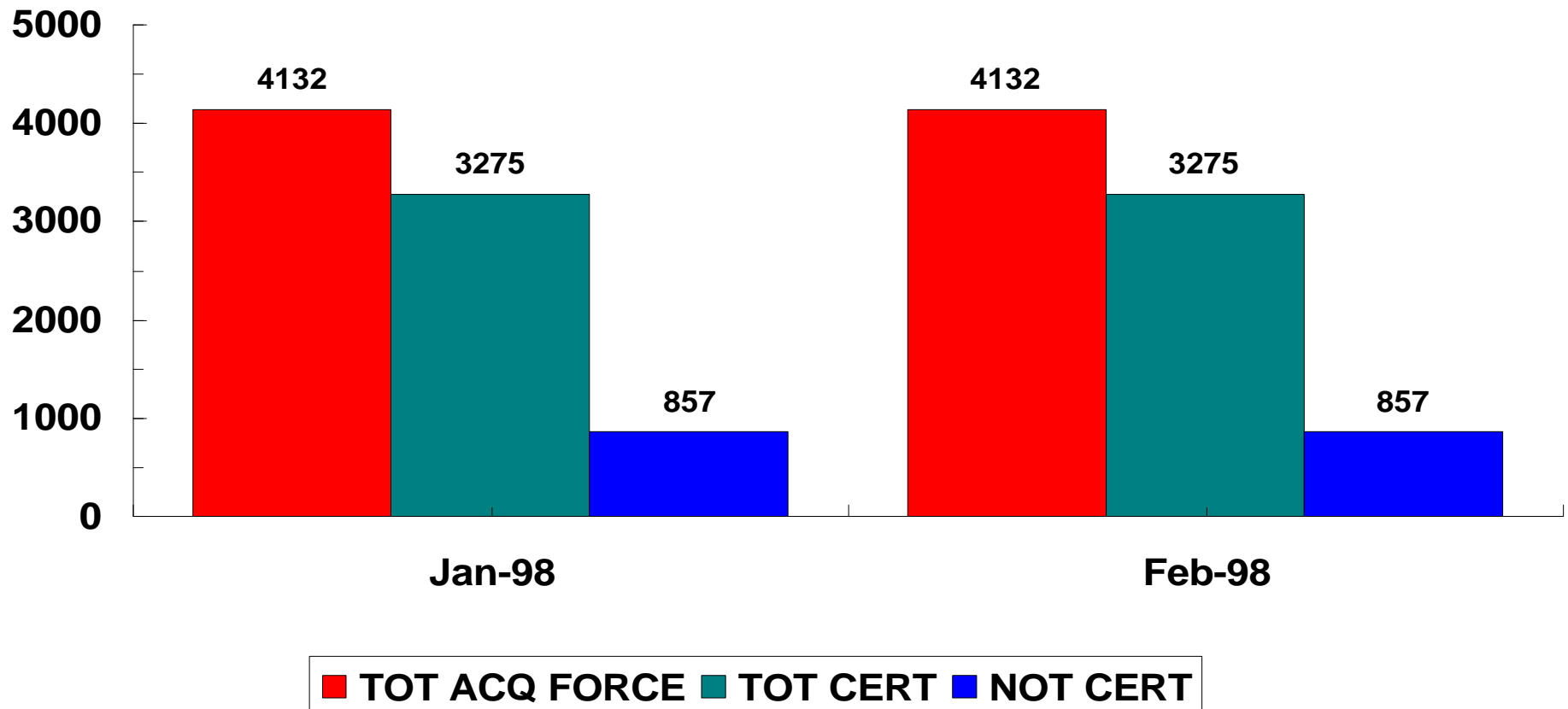
Right Talent
DAWIA Certification
(Percent Employees Certified)

	Jan-98	Feb-98	Mar-98
PERCENT CERTIFIED	79%	79%	79%

DCMC GOAL 90%
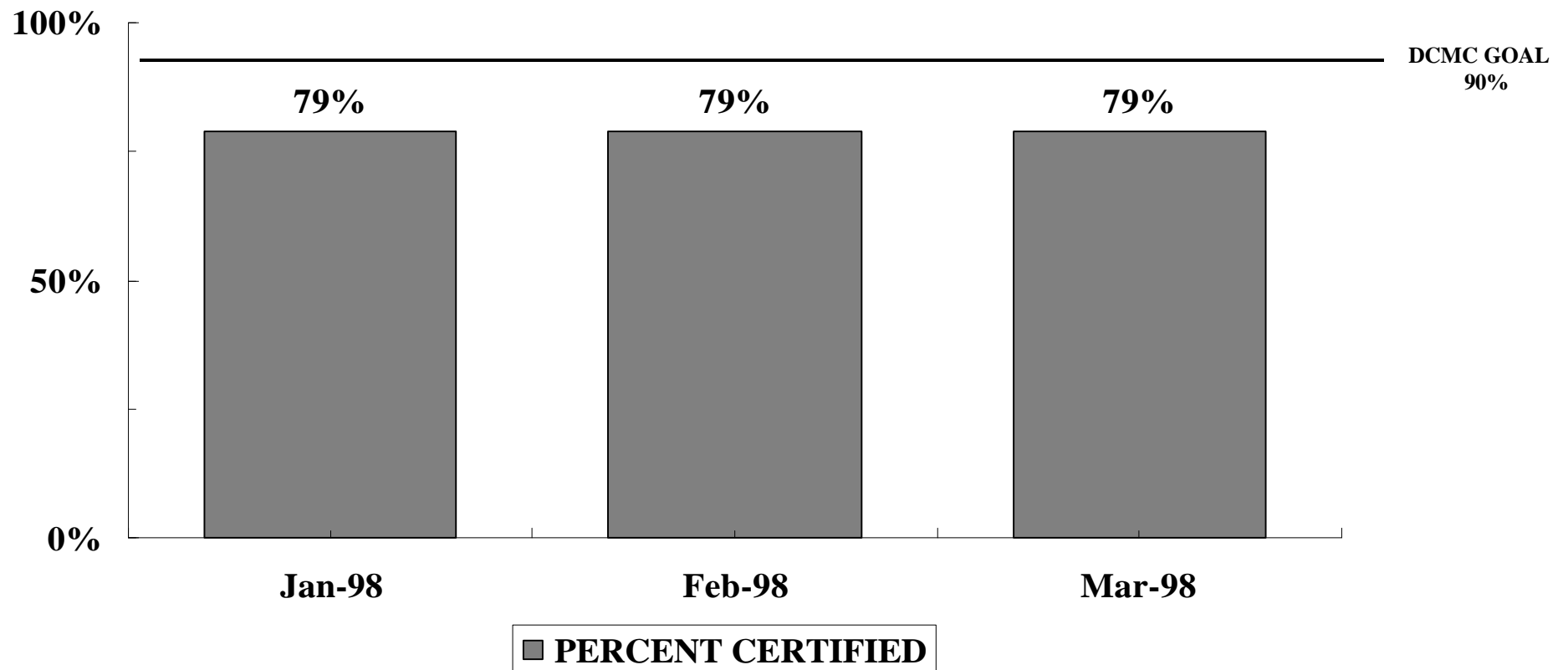
Right Talent
DAWIA Certification
(Percent Employees Certified)

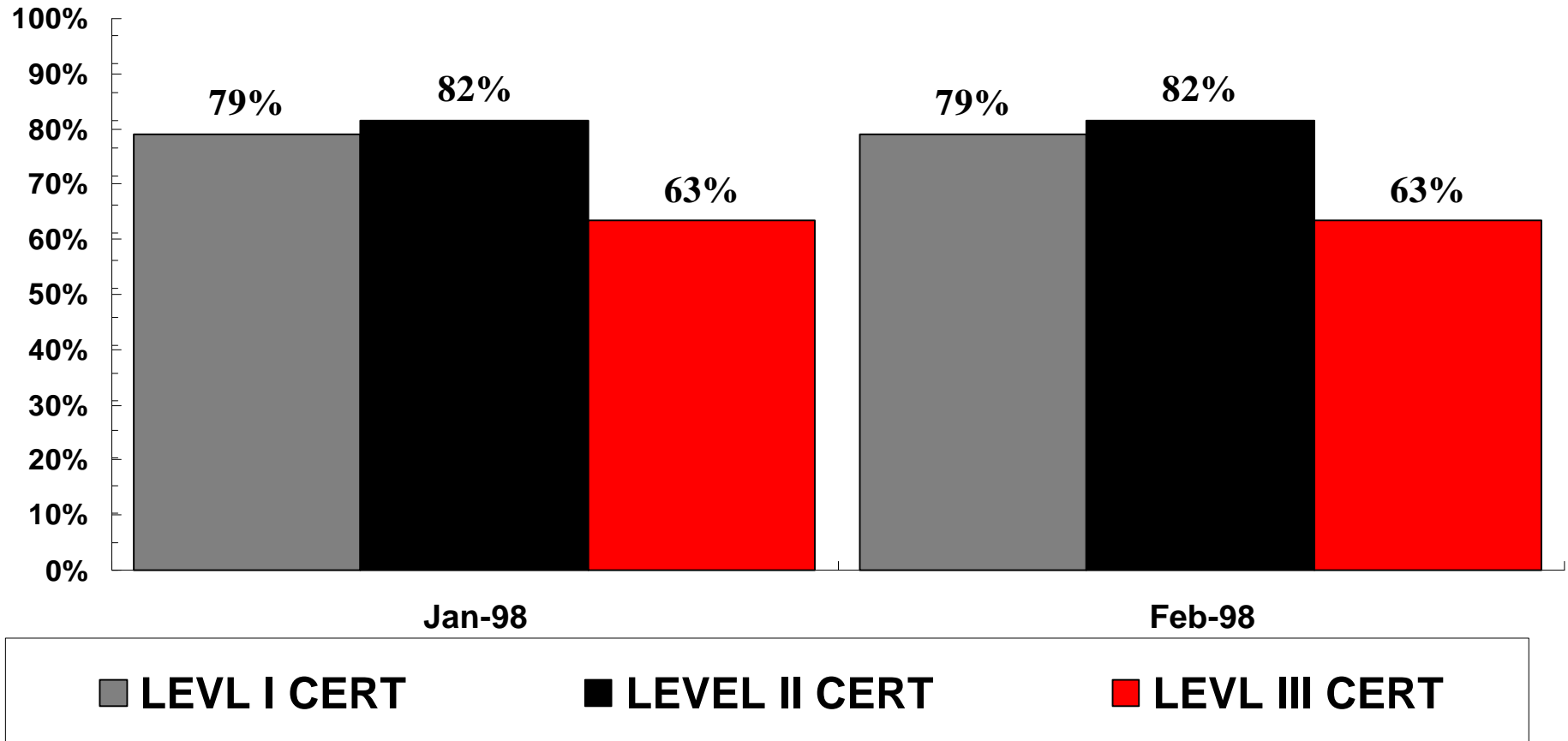# DAWIA Certification All Levels Employees Certified

STATUS: YELLOW   **FY98 GOAL: None**

- **Comments: For the months of Jan & Mar 98**
  - Total Number of level I Personnel is 34
  - Total Number of Personnel Certified is 27
  - Total Number of Level II Personnel is 3620
  - Total number of Personnel Certified is 2945
  - Total number of Level III Personnel is 478
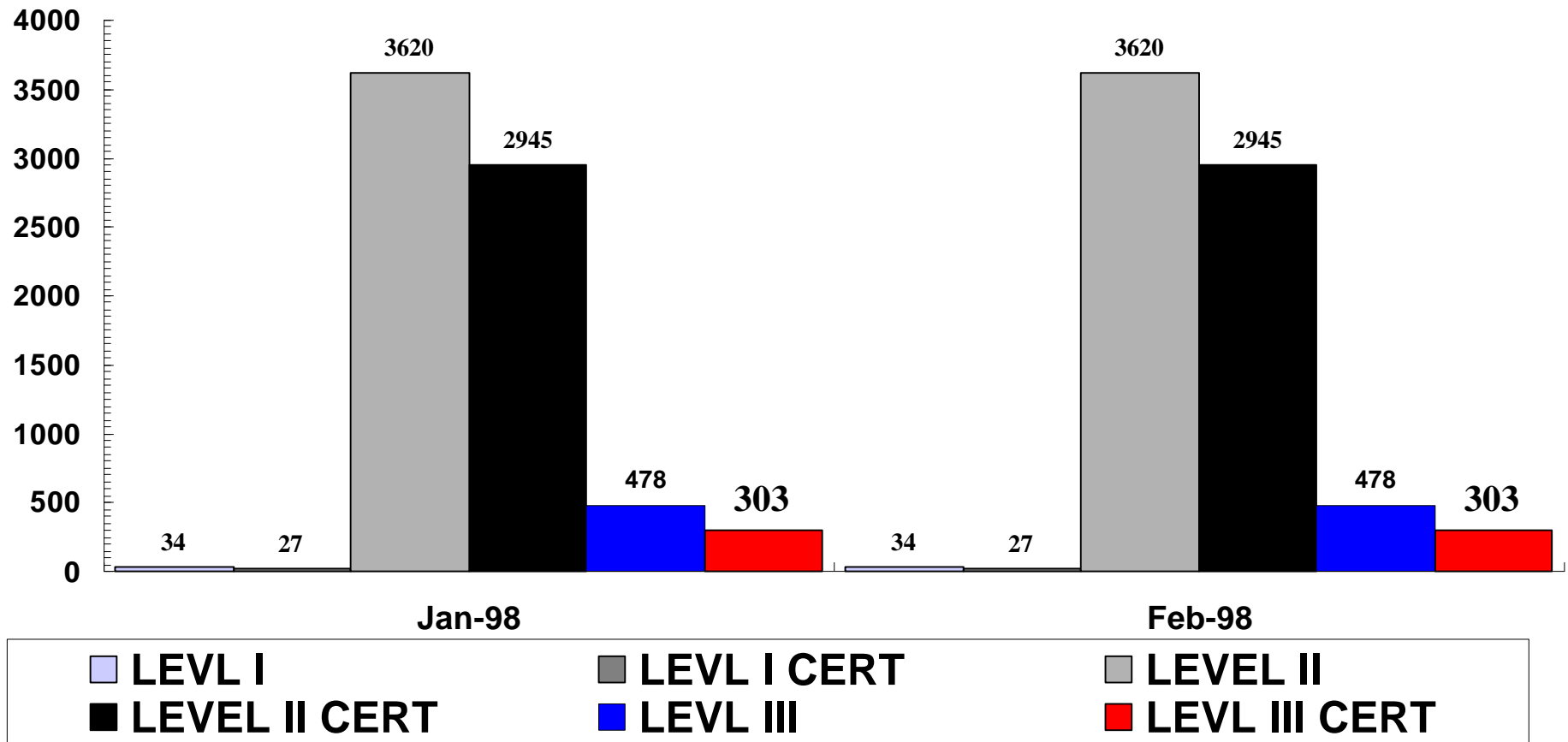 - Total number of Level III Personnel certified is 303

Right Talent
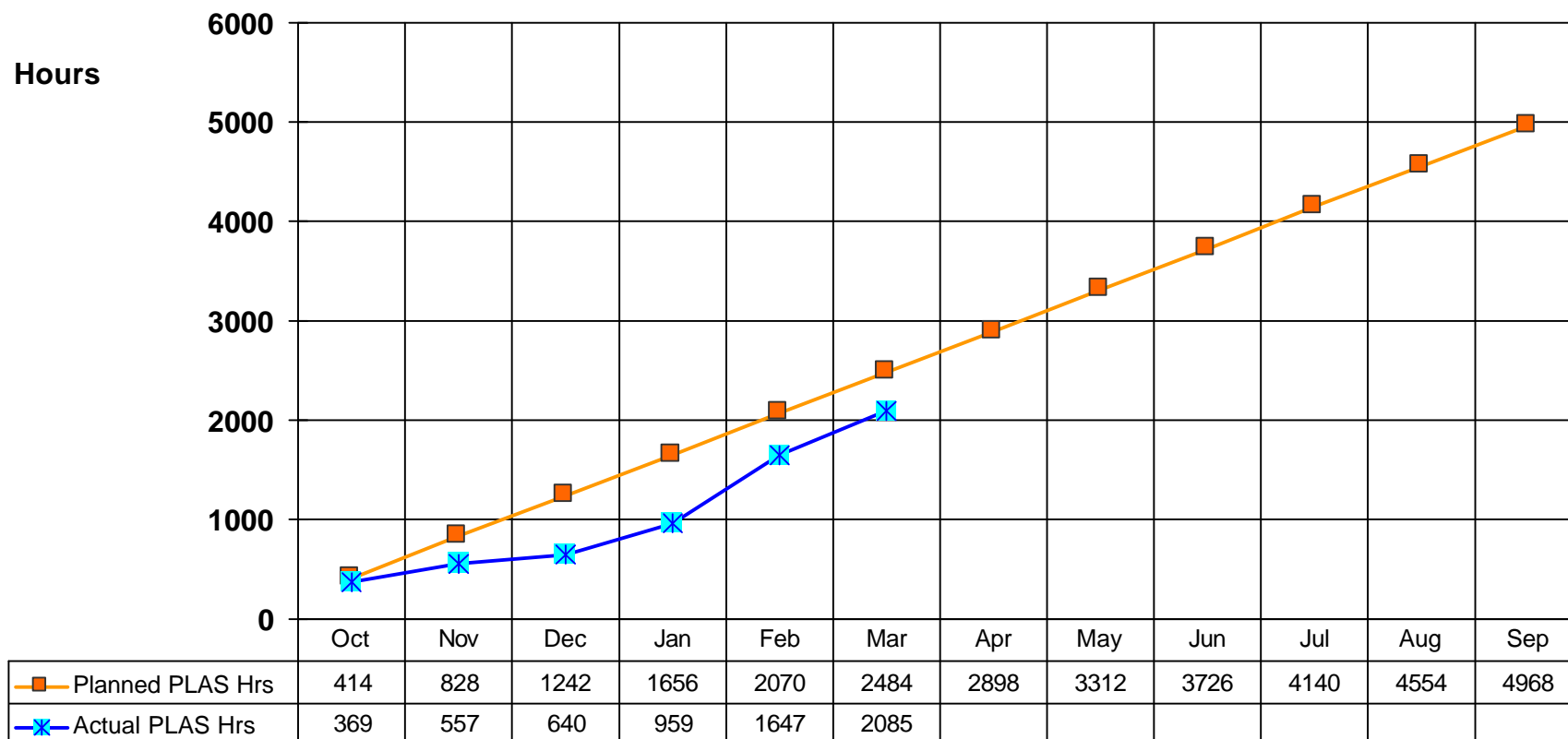## # of Personnel Certified to Level I, II, III

	Jan-98			Feb-98	
79%	82%	63%	79%	82%	63%

■ LEVL I CERT   ■ LEVEL II CERT   ■ LEVL III CERT

Right Talent

of Personnel Certified to Level I, II, III

Jan-98

Fef-98

Values shown:
- LEVL I: 34
- LEVL I CERT: 27
- LEVEL II: 3620
- LEVEL II CERT: 2945
- LEVL III: 478
- LEVL III CERT: 303

Legend:
- LEVL I
- LEVL I CERT
- LEVEL II
- LEVEL II CERT
- LEVL III
- LEVL III CERT

PLAS Hours

PLAS Code: *217B - NI072*

Hours

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ Planned PLAS Hrs	414	828	1242	1656	2070	2484	2898	3312	3726	4140	4554	4968
✳ Actual PLAS Hrs	369	557	640	959	1647	2085						

DISCUSSION: Has no bearing on overall yellow rating. Hours are on target.

Performance Task 3.1.2
DAWIA Certification

Bottom Line

- Level III is a factor that is causing District not to reach the 90% goal.
  - Lack of training
  - Commitment by management to ensure attendance for DAWIA level III certification
- We anticipate achieving the goal with CAOs ensuring level III personnel submit and attend DAWIA certification training.
- DCPSO has cancelled classes and funding problems in maintaining DAWIA certification courses

Right Talent
Training Quota Usage
(Performance Goal 3.1.3, Monitor the Utilization rate for all
Defense acquisition University (DAU) Quotas Received)
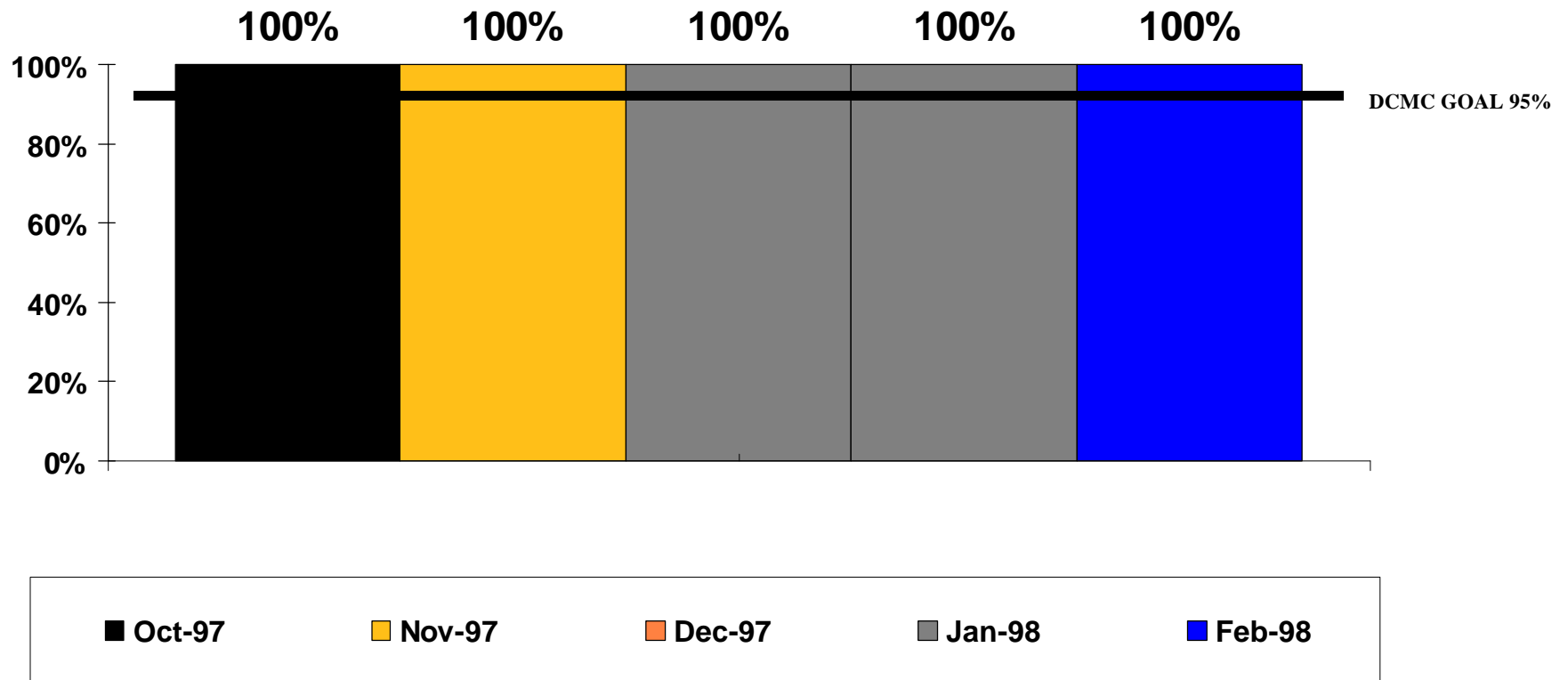
STATUS: GREEN   **FY98 GOAL: 95%**

•Comments:

- Chart is revised to a monthly data collection
  – The number of quotas allotted to DCMDW
  – The number of students sent by DCMDW
- DCMDW has a 100% Quota fill for First & Second Quarters FY 98.
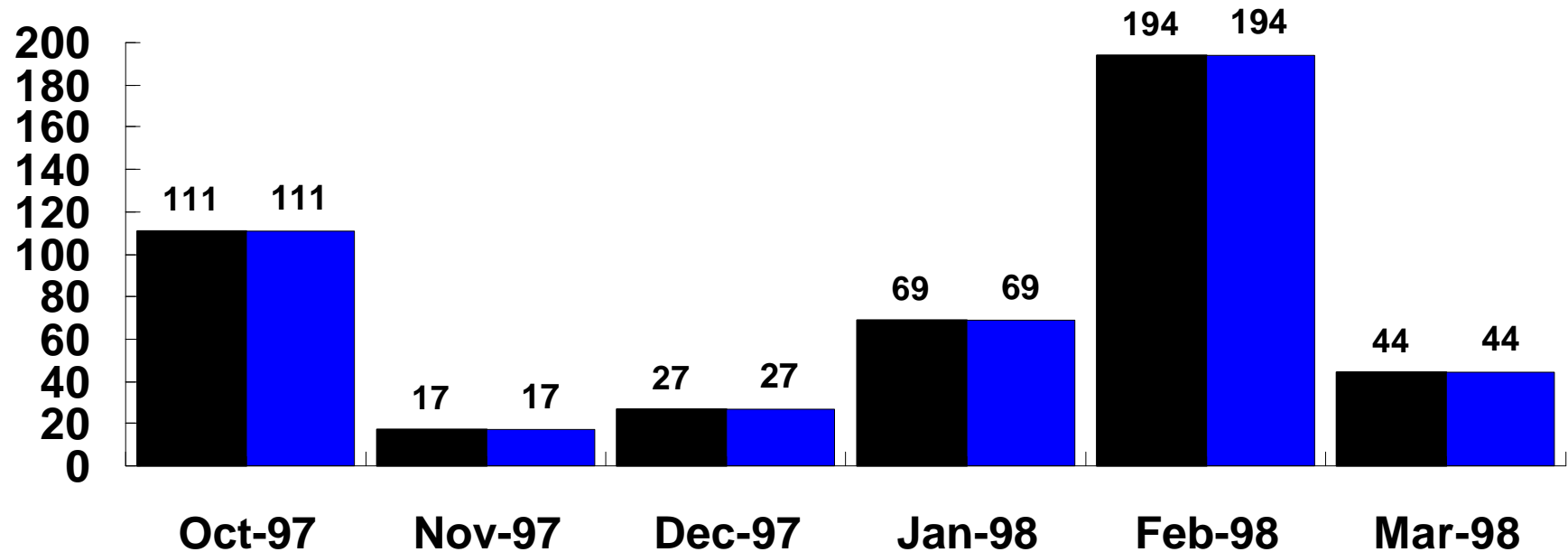- FY 97 accumulative average was 98%.

Right Talent
Training Quota Usage
(Percent Course Quotas Completed)

Right Talent
Training Quota Usage
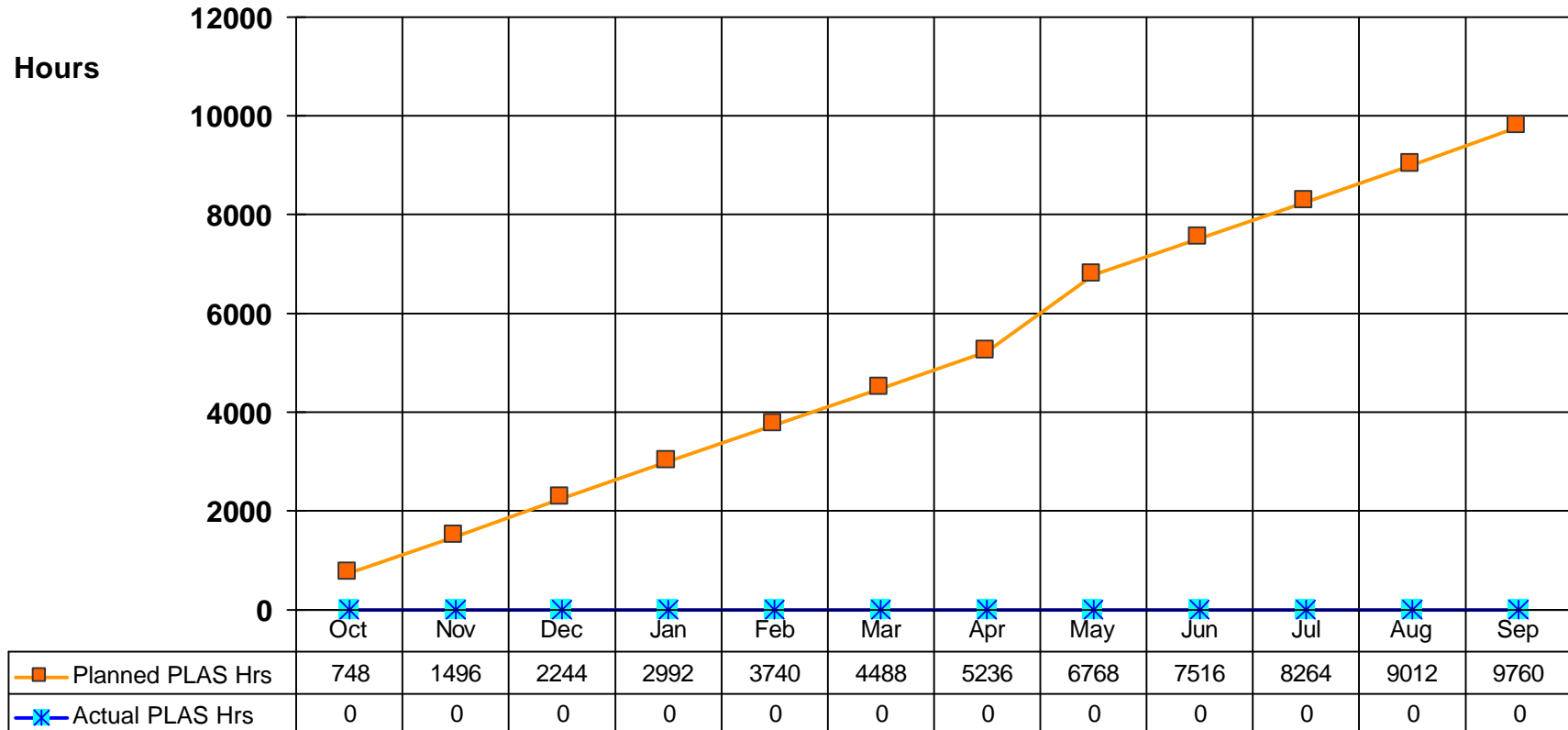### (Percent Course Quotas Completed)

	Oct-97	Nov-97	Dec-97	Jan-98	Feb-98	Mar-98
QUOTAS	111	17	27	69	194	44
STUDENTS SENT	111	17	27	69	194	44

■ QUOTAS　　　　■ STUDENTS SENT

PLAS Hours

PLAS Code: *217B - NM071*

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Planned PLAS Hrs	748	1496	2244	2992	3740	4488	5236	6768	7516	8264	9012	9760
Actual PLAS Hrs	0	0	0	0	0	0	0	0	0	0	0	0

DISCUSSION: Training administrators are using PLAS code 217B and not assigning a program code. *Training coordinators have been advised when to use this program code.*

Performance Task 3.1.3
DAU Quota Usage

Bottom Line

- There is no goal.
- We utilize 100% of our quotas.

Special Topic

Special Topic

DCMDW Managing DD 250 Rejection Rates

Presented By Joyce Parlin

June, 1998

Special Topic
Managing DD 250 Rejection Rates

STATUS: N/A   **FY98 GOAL: N/A**

- All CAOs are exhibiting steady improvement
  - Daily average of recycled DD250s >10 days old is down from 3560 in December to 1354 in April

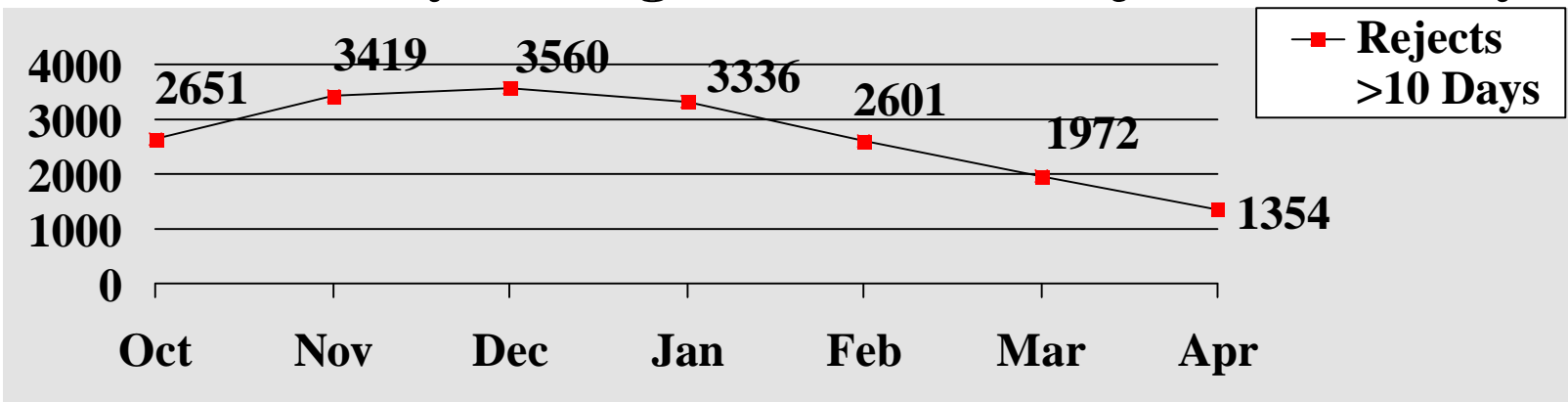 - Anticipate continued improvement from pacing CAOs

DCMDW

Special Topic
Managing DD 250 Rejection Rates
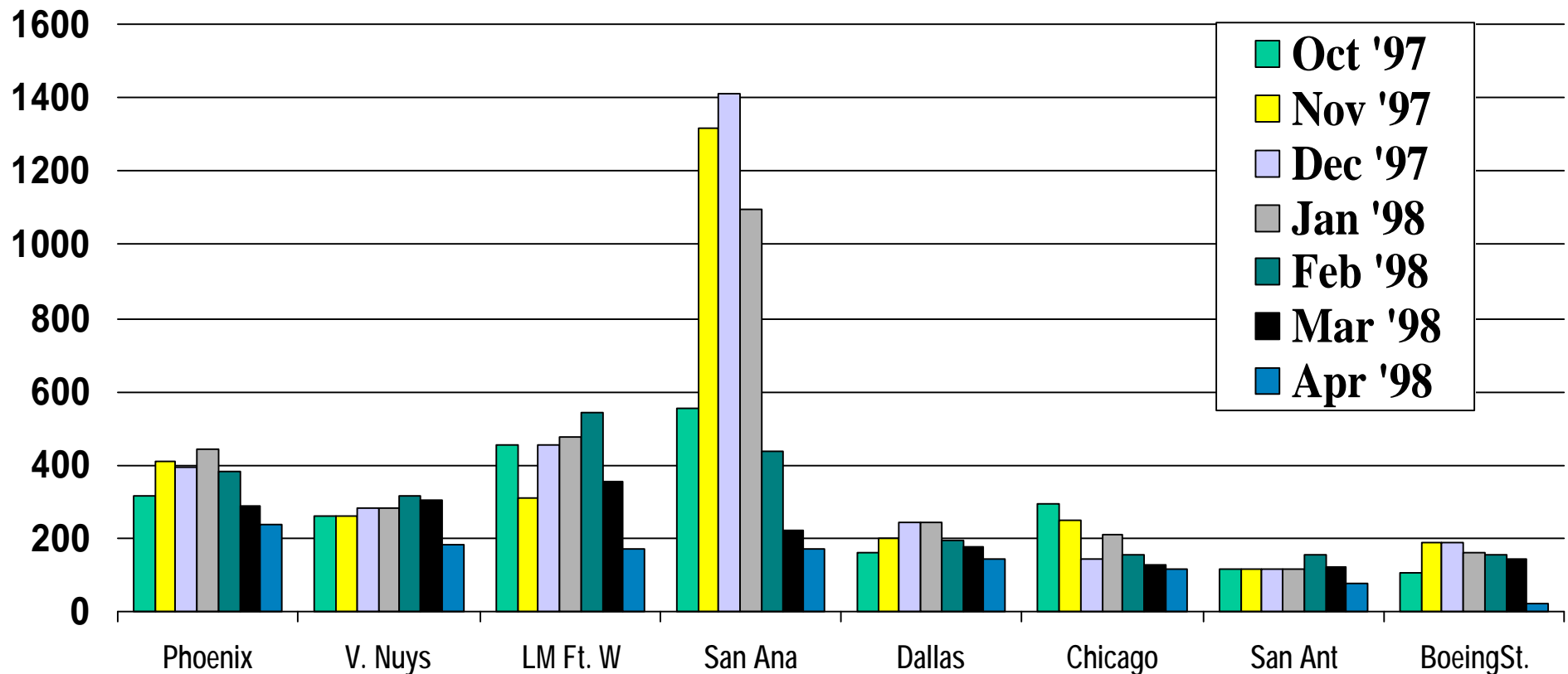
DCMDW Daily Average of "New" Rejected DD 250's

267 198 258 194 179 164 142

New Rejects

Oct Nov Dec Jan Feb Mar Apr
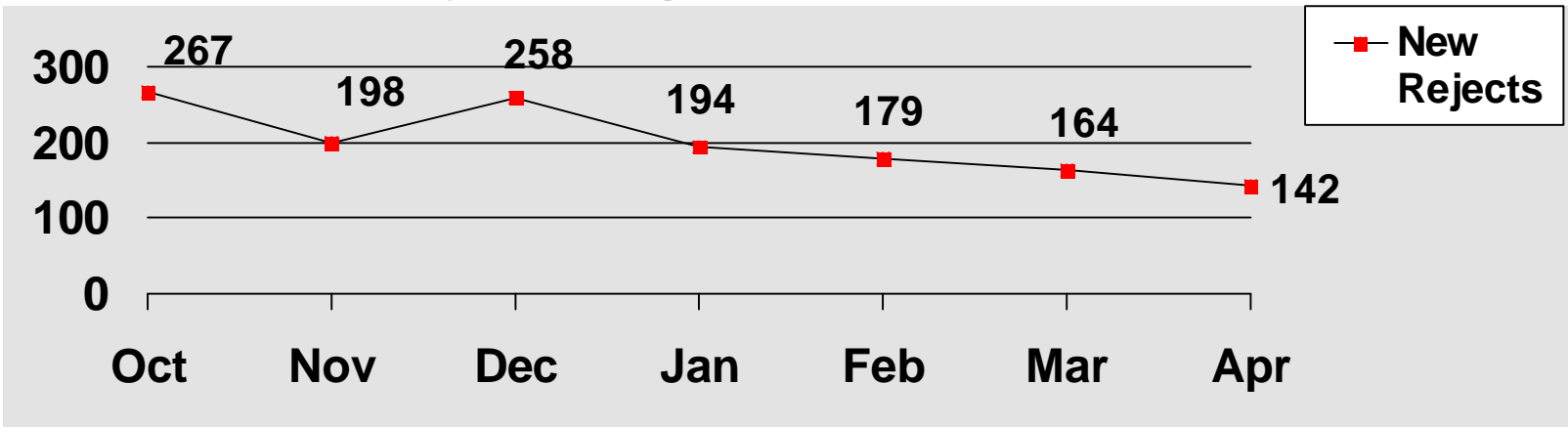
DCMDW Daily Average of DD 250's Rejected >10 Days

2651 3419 3560 3336 2601 1972 1354

Rejects >10 Days

Oct Nov Dec Jan Feb Mar Apr

Special Topic
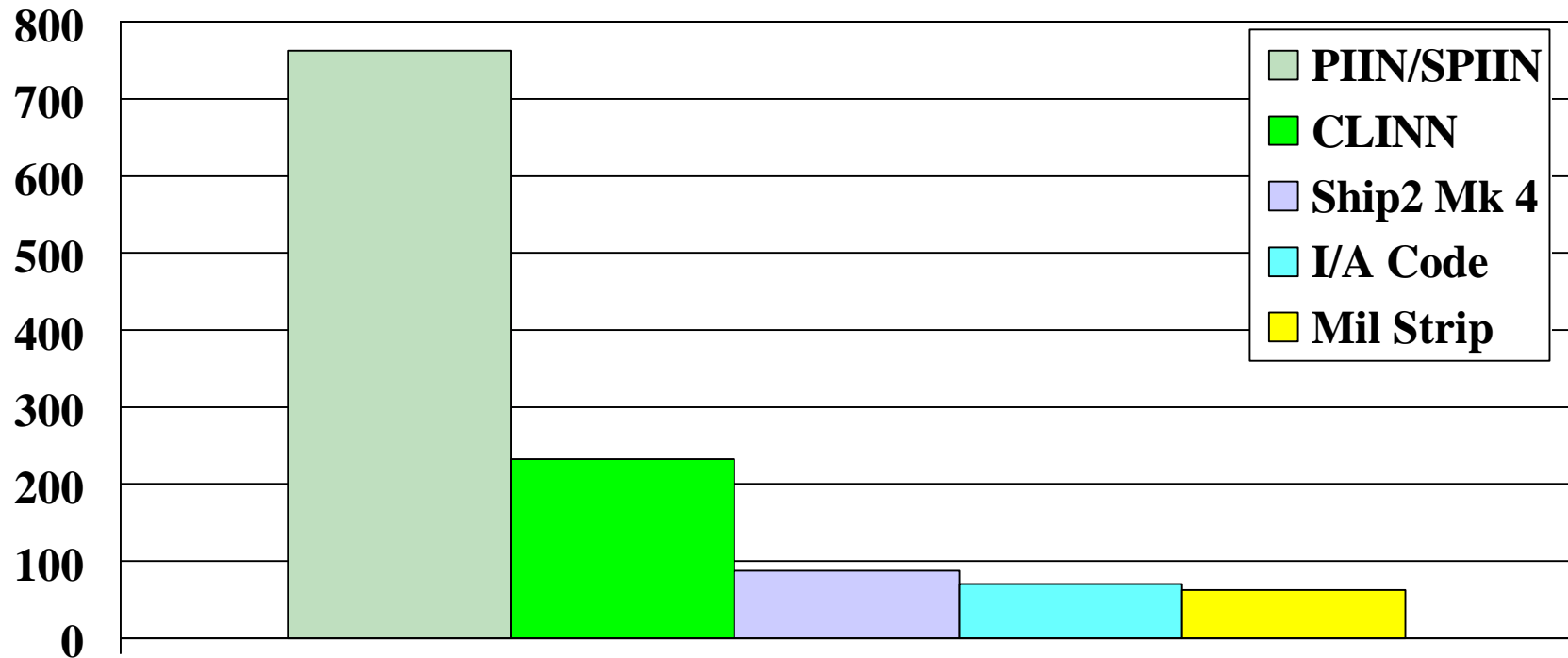## Managing DD 250 Rejection Rates

Pacing CAOs DD 250 Rejects
Represents 80% of Total Rejects >10 Days Old

Special Topic
Managing DD 250 Rejection Rates

Reject Cause Chart April '98
UNMC140A Report >10 days

Legend:
- PIIN/SPIIN
- CLINN
- Ship2 Mk 4
- I/A Code
- Mil Strip

PIIN/SPIIN recycles require DCMC/DFAS
joint effort to clear (Dec '97 PIIN/SPIIN=2832)

Special Topic
Managing DD 250 Rejection Rates

- <u>Assist/Training Visits to pacing CAOs</u>
    - 2/10/98   Van Nuys *(Complete)* (SAT. IOA 3/98)
    - 2/11/98   Santa Ana *(Complete)*
    - 3/19/98   Chicago   *(Complete)*
    - 4/1/98   Boeing St. Louis *(Complete)*
    - 4/7/98   Dallas *(Complete)*
    - 4/8/98   Lockheed Ft. Worth *(Complete)*
    - 4/9/98   San Antonio *(Complete)*
    - 4/30/98   Phoenix *(Complete)*

Special Topic
Managing DD 250 Rejection Rates

Bottom Line:

- All CAOs are exhibiting steady improvement
  - 80% of Lockheed Martin Ft. Worth recycled DD250s are from one BOA which have several orders that are shipped within 1 - 10 days. CAO is sending copies to DFAS for input.
  - Boeing St. Louis has dropped off the pacing CAO list as of April.

The End